



EUROPEAN NEWS

France to lower foreign holdings in privatised companies

BY DAVID HOUSEGO IN PARIS

THE French Government is to restrict to 15 per cent the maximum foreign holding in newly privatised companies. The surprise announcement yesterday by Mr Edouard Balladur, the Finance Minister, reflects growing government sensitivity to Socialist charges that denationalisation could bring increased foreign control over France's state-owned banks, insurance and industrial groups. Up to now ministers have spoken of a 20 per cent ceiling. Saint-Gobain, the state-owned glass and engineering group, is currently raising FF 2.4bn (\$223m) in fresh capital through an issue of non-voting shares with a 20 per cent ceiling on foreigners' holdings. The issue was seen as setting the pattern for eventual privatisation. Mr Balladur, who was speaking to the American Chamber of Commerce in Paris, said the limits would be temporary but did not specify over what period. He indicated separately that a further substantial step towards ending foreign exchange controls was likely before the end of the year, with authorisation for French residents to open accounts abroad. The only substantive foreign exchange restrictions which remain cover borrowing in francs by non-residents and the

Revelations by court bring Normed closures closer

BY OUR PARIS CORRESPONDENT

THE CLOSURE of one or more of the shipyards belonging to the French Normed group seemed increasingly inevitable yesterday after the depressing picture of the group's dramatic restructuring by the Paris commercial court. The court appointed an administrator to see what could be salvaged from the group which filed for bankruptcy last week after the government cut off cash assistance to it. The court revealed that state aid to Normed had amounted to FF 3bn (\$290m) in 1984 and FF 1.5bn in 1985, compared with turnover last year of FF 2.1bn. Normed employs 6,800 people and runs three shipyards—two on the Mediterranean and one at Dunkirk in the north. The president of the court said that he did not think the group could survive once it had completed work currently in hand. He said the situation was "very serious" and that the group's future was uncertain. On this basis the most vulnerable of the three yards is Dunkirk which is completing an order for a rail ferry. In a move seen as foreshadowing closures, Mr Alain Madelin, the Industry Minister, announced last week redundancy and retraining terms almost comparable in French industry. Workers are being offered either FF 200,000 in cash or a two-year retraining course at 70 per cent of previous pay. Only steelworkers so far have won such a generous settlement. Mr Madelin is expected to elaborate on the details this week.

Polish party leader basks in Gorbachev's approval

BY CHRISTOPHER ROBINSON IN WARSAW

MR MIKHAIL GORBACHEV, the Soviet leader, yesterday congratulated Poland's General Wojciech Jaruzelski for crushing the Solidarity movement. He hinted, however, that Communist countries must search for ways to modify their economic and political systems if crises similar to the Polish one were to be avoided. His full praise for the general, who had "the ability to find solutions to the most complex of problems," is an important political boost for Poland's party leader. It explains the ease with which he has been able recently to remove rivals such as Mr Stefan Olszowski, once a challenger for the top party post and now given a delegate to the party congress. Speaking at the Polish party congress, Mr Gorbachev gave the most authoritative Soviet analysis of the Solidarity era which, he said, had come about because the 74-year-old Mr Heuss was under no illusion that memories of a recent past hung over feelings between the two countries. His official reception left nothing to be desired. But the mood of the public was cold and distant. "Eighty per cent of the applause," he is said to have remarked after travelling in a ceremonial carriage with Queen Elizabeth, "was for the British Queen, 15 per cent for the horses and maybe 5 per cent for me."

Weizsaecker cements ties of friendship with Bonn's best friend

West German President will receive a warm welcome in Britain today. Rupert Cornwell reports

PRESIDENT Richard von Weizsaecker's visit to Britain today should be very different from October 1983, when Mr Theodor Heuss became the first President of modern West Germany to pay an official visit to Britain after the war. Academic, journalist and unrelenting opponent of the Nazi regime, the 74-year-old Mr Heuss was under no illusion that memories of a recent past hung over feelings between the two countries. His official reception left nothing to be desired. But the mood of the public was cold and distant. "Eighty per cent of the applause," he is said to have remarked after travelling in a ceremonial carriage with Queen Elizabeth, "was for the British Queen, 15 per cent for the horses and maybe 5 per cent for me."

Moscow seeks meeting with US on Salt

BY REGINALD DALE, US EDITOR, IN WASHINGTON

THE SOVIET UNION has proposed a special meeting with the US in Geneva later this month to discuss President Ronald Reagan's decision to abandon the Salt 2 arms control treaty, according to officials here. The Administration, which is divided on how to reply to the proposal, is to discuss its response this week, the New York Times reported yesterday. While some senior officials favoured a positive response, the Pentagon was reported to be critical of the idea. The Soviet proposal is for a special session of the Standing Consultative Commission, a group of Soviet and US experts which monitors the two countries' adherence to arms control treaties and considers allegations of violations. Moscow, which has never

longer be bound by the limits set by the 1979 treaty, which has never been ratified by the US Senate, but officials have also suggested that the US may still shelve to the treaty's restrictions under certain conditions. Meanwhile, the Administration is "seriously considering" a Soviet compromise offer on intermediate-range missiles — the US ground-launched cruise and Pershing 2 and the Soviet SS-20 — according to a senior official. Any US counter-offer, however, would not be ready for several weeks and might not be given to Moscow until the Geneva arms talks reconvene in September. Although the US had originally hoped to hold the next superpower summit in Washington this year, there was now

political and military realities of the European continent. He used the Chernobyl nuclear power station accident to underline the dangers of nuclear conflict. He thanked Poles for their expressions of "solidarity with our misfortune, which also affected you," a reference to the radio-active fallout which swept across Poland after the accident. Mr Gorbachev said the present US stance could not be "reconciled with the spirit of the agreement reached last year" at the Geneva summit. "We are for a dialogue," he added, "but it has to be a dialogue in which both sides achieve concrete effect." He appealed to the West to consider seriously Soviet proposals on medium range nuclear weapons.

Spanish opposition to split

By Tom Burns in Madrid

MR OSCAR ALZAGA, the leader of a Spanish Christian Democrat party which is a junior partner in the opposition coalition, announced yesterday that he and his supporters intended to sit separately in the new Parliament when it opens in two weeks. The decision taken by Mr Alzaga's Partido Democristiano Popular (PDP) followed a virulent post-mortem by the Christian Democrats of the electoral results. Mr Alzaga, reviewing the strategy of Coalition Popular, Spain's centre-right opposition, said that under the present strategy, the centre-right opposition was "permanently excluded" from power. In the June 22 polls, the Socialist Party, led by Mr Felipe Gonzalez, Prime Minister, retained an outright majority in Congress with 194 seats in the 350-member assembly and Coalition Popular won 105 seats; one less than it held in the 1982 elections. The PDP decision announced by Mr Alzaga is an implicit rejection of Mr Manuel Fraga, the hitherto dominant figure of Spanish conservatism, whose party, Alianza Popular, is the main component of the centre-right opposition. Mr Alzaga intends to have the 21 PDP members elected to Congress on the Coalition Popular ticket form their own parliamentary group. In order to achieve this he must first persuade other political parties, including Alianza Popular, to agree to a change of rules governing parliamentary representation. At present, members of a party elected as part of a coalition are barred from forming their own parliamentary group. Mr Alzaga indicated that if he failed to change the ruling he and his supporters would "cross the floor of the House" anyway and join the so-called "barridos" parliamentary group in Congress, which is formed by members of minority parties that lack the electoral backing necessary to form a fully-fledged group in Congress. Mr Alzaga's stand has infuriated rank-and-file Alianza Popular members who accuse the PDP of riding in the slipstream of Mr Fraga's leadership in order to gain seats in Congress. Under the electoral pact that brought together the mainstream conservatism of Alianza Popular with the PDP and with a small liberal party, the junior partners in the coalition were offered a number of "safe" seats in the elections. Mr Fraga's Alianza Popular party is due to hold its post-mortem shortly and this is likely to prove no less controversial. Last week's elections were the fourth straight defeat in national polls for the conservative leader.

Poehl rejects call for interest rates cut

BY WILLIAM DULLFORCE IN ZURICH

THE BUNDESBANK'S president, Dr Karl Otto Poehl, yesterday rejected calls for more government spending and lower interest rates at a monetary symposium here but he said the West German central bank expects to be able to announce good news on the money supply on Thursday. Dr Poehl did not refer directly to reports that the bank's council might have to raise interest rates in order to choke off excess liquidity in the economy. But his remarks can be read as discouraging the possibility. The money supply had been over the Bundesbank's target for some time, he acknowledged, but the situation was "getting better." On Thursday, council members will raise interest rates in order to raise regular half yearly examination of money supply developments. He was speaking in Zurich to an international "working round of exchange rate and co-ordination" at which top

financial officials, central bankers, parliamentarians and economists have discussed international monetary reform and economic policy co-ordination. In contrast to the pressure to raise interest rates, the reportedly generated by domestic money supply movements, West Germany was strongly urged in Zurich to lead another concerted cut in international interest rates. Dr Poehl rejected these urgings yesterday as Mr Hans Tietmeyer, State Secretary at the West German Finance Ministry, had done. West Germany had initiated the concerted reduction in rates of last March, Dr Poehl recalled. But following the realignment of currencies in the European monetary system, the D-mark had remained close to its lower limit for some time and a further reduction of interest rates had been inconceivable. The Zurich conference was

organised on the initiative of Senator Bill Bradley and Congressman Jack Kemp, two influential US politicians who have been trying to generate political backing for a reform of the current freely floating exchange rate system. Dr Poehl yesterday emphasised West German scepticism about proposals to the rates to target or reference zones, as advocated by the French. Countries, including the US and Japan, which would have to carry the burden of defending fixed currency rates, were not ready to accept the consequences for their domestic policies, he said. The main threat to the stability of the international monetary system would for some time be the US current account deficit. The US had become a net debtor country for the first time and would build up foreign debt of some \$500bn by the end of the decade, he said. The conference came close to

EEC ministers take step to free road haulage market

BY PAUL CHEESRIGHT IN BRUSSELS

EUROPEAN Community transport ministers yesterday took a decisive step towards reaching free road haulage market by 1992. The transport ministers accepted this target last November in response to European Court of Justice criticism of their failure to provide for the free provision of transport services. At present, only about 15 per cent of cross-border truck traffic is covered by the Community permit, according to European Commission estimates. Most traffic is regulated by bilateral national agreements on an annual basis. From 1992 there will be no bilateral agreements. Meanwhile, the twelve have agreed that the system is completely free, to community permits will be issued to all who demand them, provided the applying companies can demonstrate professional competence and solvency.

free the road haulage market by the time a Europe without trade barriers is supposed to exist in 1992. The transport ministers accepted this target last November in response to European Court of Justice criticism of their failure to provide for the free provision of transport services. At present, only about 15 per cent of cross-border truck traffic is covered by the Community permit, according to European Commission estimates. Most traffic is regulated by bilateral national agreements on an annual basis. From 1992 there will be no bilateral agreements. Meanwhile, the twelve have agreed that the system is completely free, to community permits will be issued to all who demand them, provided the applying companies can demonstrate professional competence and solvency.

Von Galen move may speed end of trial

By David Brown in Frankfurt

COUNT Ferdinand von Galen, the former managing partner of Schroeder Muencheyer Hengst and Co (SMH), yesterday admitted to a breach of trust possibly setting the trial on an early conclusion to the trial arising from the bank's near-collapse. Both defence and prosecution have agreed not to call further witnesses in the five-month-old trial, and a decision to drop some of the charges against Count von Galen and begin the summings-up could be taken as early as this Thursday. Count von Galen was head of SMH in the period before its near-collapse in late 1983—one of the worst financial debacles in West Germany since World War II. It was saved at a cost of some DM 700m (\$179m) by a consortium of West German banks, with its healthy divisions sold to Credit Bank of the UK. He continued yesterday to deny charges of fraud against SMH's creditor banks, however, accepting only "moral responsibility" in the affair.

Mergers 'vital to European competitiveness'

BY LESLIE COLTIT IN BERLIN

SENIOR executives of two large European companies told an international cartel conference yesterday that European enterprises would not be able to compete effectively in the future without entering into partnerships and mergers. Mr Edzard Reuter, financial director of Daimler-Benz, which recently acquired AEG, the second largest West German electricals group, said a unified

European "home market" could trigger a considerable structural change which would make large mergers "useful, necessary and justifiable." Mr Manfred Caspari, director-general for competition in the European Commission, warned that countries with a high degree of industrial concentration were not necessarily more effective competitors. Britain, for

instance, with a relatively high industrial concentration, had lost the largest share of the markets. Small and medium-sized companies in the region of Swabia in West Germany, he said, were often so highly specialised that their shares of the world market were more than 30 per cent. He wondered whether they would have such market shares if they were

He is likely to dwell on the importance of close bilateral links in the wider perspective of Europe's future, not least in its dealings with the US



Weizsaecker... sense of history

even Anglo-German relations. "Remember," he says, "in the royal gallery of the Palace of Westminster where I'll be speaking, there's a picture of Wellington and Blucher (the Prussian commander), shaking hands on the battlefield of Waterloo." In other words, and despite two world wars this century, history has seen it that there is not the same need for ceremonial reconciliation between Britain and Germany as between France and Germany. Rather, Mr von Weizsaecker is likely to dwell on the importance of close bilateral links in the wider perspective of Europe's future, not least in its dealings with the US. "The tendency towards unilateralism in the US is growing, because the Americans have the impression that Europe doesn't use the potential it has, that it prefers the quiet rational and political abdication," he says. "If we can achieve a greater political unit, then this tendency to bypass Europe will decline." But, as anyone who has been Mayor of Berlin knows full well, European political unity means more than West European political unity. Mr von

FINANCIAL TIMES Published by The Financial Times (Europe) Ltd, 1, Abchurch Lane, London EC4N 3DF. Telephone: 01-562 2000. Fax: 01-562 2001. Price: 15p. (Including postage and packing where appropriate.)

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# S. African unions discuss strike over detentions

BY ANTHONY ROBINSON IN JOHANNESBURG

OFFICIALS of South Africa's most powerful trade union, the National Union of Mineworkers (NUM), were due to meet last night to discuss possible strike action in support of their demands for the release of the union's vice-president who has been detained under the state of emergency. The detained official, who cannot be named in South Africa under the media restrictions which accompany the state of emergency is also the president of the Congress of South African Trade Unions (Cosatu), the recently formed super-federation which has 500,000 members in 34 affiliated unions covering most of South Africa's strategic industries from mining, through transport to the food industry. The central executive committee (CEC) of Cosatu has called a special meeting today at an undisclosed venue to discuss what one key member described yesterday as "the action to take in the light of the detention of our leaders."

# Manila confirms rejection of nuclear power plant

BY SAMUEL SENOREN IN MANILA

THE Philippines Government yesterday confirmed that it will not operate the country's new nuclear power plant in spite of an acute power shortage. A special meeting of the cabinet called by President Corason Aquino agreed not to accept the plant, which was completed by Westinghouse of the US last year at a cost of more than \$2bn (£1.3bn). The Government will try to seek a settlement with Westinghouse to recover part of its equity in the project or write off a portion of the loans that had been contracted to build the plant in 1976. Foreign banks which provided more than \$1bn to finance construction are concerned about how the Aquino Government will treat their loans. Mrs Aquino has publicly stated her Government would honour all existing obligations but some of her senior advisers are openly questioning the loans for the nuclear facility. Officials have charged that Westinghouse paid bribes to the former government under deposed President Ferdinand Marcos to obtain the contract. Westinghouse has denied the charge, contending that it made no payments to Mr Marcos either directly or indirectly. It

THE Catholic Institute for International Relations confirmed yesterday that Mr Elijah Baray, president of the Congress of South African Trade Unions (Cosatu) and vice president of the National Union of Mineworkers, has been detained. Stephanie Gray in London. Mr Baray is the most senior leader of organised labour yet to be detained without trial under emergency regulations.

arrests comes at a delicate time for annual labour negotiations in both the mining and engineering unions. Last week the Chamber of Mines announced its final offer of wage increases ranging from 15 to 20 per cent on minimum rates for over 500,000 black mineworkers in coal and gold mines. The offer also included a two hour per fortnight reduction in working time for underground gold miners, the granting of union demands for May Day and June 16 (Soweto Rising anniversary day), as paid holidays and improvements to job security, death payments and other fringe benefits. Negotiations continued in spite of the absence of Mr Ramaphosa and Mr Mlotsepe. The NUM undertook to convey the union's response to the chamber's final offer on Wednesday but this could be frustrated if further action is taken against the union following last night's meeting. The arrests also threaten to complicate wage bargaining for 350,000 workers in the engineering industry after the Steel and Engineering Industries Federation met this week to discuss last Friday to put their offer of 11.5 and 17 per cent on basic rates. The six unions in the negotiation have declined the offer.

# Talks open on transfer of Macao to China

Talks opened yesterday on the transfer to China of Macao, the small enclave of the southern Chinese coast under Portuguese control for for almost 450 years, reports Robert Thomson from Peking. Conscious of Chinese concern about business confidence in Macao, the Portuguese delegation has been unwilling to discuss publicly the first round of talks, which are to last two days.

China is also very conscious of confidence in Hong Kong. Any sign of Portuguese discontent on Macao's future is likely to affect confidence over Hong Kong, which is only about 40 miles west of Macao. The Chinese Government intends to employ the "one country, two systems" formula drafted for Hong Kong, allowing Macao to keep capitalism for at least 50 years. Portugal is unlikely to argue with that formula but is likely to use the talks as a means of pushing for better economic relations with China.

# Punjab Hindus stage protest

Hundreds of thousands of Hindus closed their shops and business establishments in many towns in the north-western Indian state of Punjab yesterday to protest against the continued killings of members of their minority community by Sikh terrorists. The protest follows the death of 300 Hindus since January when Sikh extremists demanding a separate homeland for their majority community in Punjab escalated their attacks on Hindus in the districts of Amritsar, Gurdaspur, Hoshiarpur and Ferozepur. Frequent incidents of indiscriminate firing on Hindus by Sikh extremists have led to panic among the Hindus in these districts and many families have fled their homes and migrated to adjacent Hindu-majority states.

# Tamils killed in boat battle

Thirty-three Tamil separatist rebels were killed when a Sri Lankan naval patrol engaged a boat bringing them to the island from India, a military spokesman told Reuters. Only one guerrilla survived after the navy intercepted the rebel boat at Talaimannar, 160 miles (250 kms) north of Colombo. The survivor said the boat came from south India, where Colombo claims that guerrillas seeking an independent state in Sri Lanka have based.

# Bangladesh boycott threat

Bangladesh's Awami League, the largest opposition group in the newly-elected parliament, has decided to boycott the opening session set for July 10 unless martial law is lifted, AP reports from Dhaka. The decision was reached late Sunday at the end of a three-day meeting of the central working committee of the Awami League, which won 76 of the 300 seats in the May 7 elections.

# Alain Cass explains why a Soviet diplomatic move has alarmed the US

## Moscow plants a red flag in the Pacific

SMALL BUT distinct alarm bells rang in London, Washington and Canberra yesterday as the long arm of Soviet influence reached into the South Pacific to plant a carefully-positioned red flag. The establishment of diplomatic relations between Moscow and the tiny island state of Vanuatu, formerly the Franco-British condominium of the New Hebrides, represents a mini-coup for the Russians. It marks another intrusion into a region long regarded as the preserve of the US and its allies and endows superpower rivalry with a new and exotic location. It is not clear whether Moscow will establish an embassy in Vanuatu, but the move is likely to join the British and Australian missions and will become the first Soviet embassy in the region.



Vanuatu has also asked the US to establish diplomatic ties. However, Vanuatu already has relations with Libya, Nicaragua, Cuba, North Korea and Vietnam. It is also a staunch supporter of such causes as the

independence movements in New Caledonia and Polynesia, reinforcing Vanuatu's image as the most radical tax-haven in the Pacific. As if all this were not enough for Western strategic planners, the Russians are close to negotiating a fishing agreement with Vanuatu which includes a request for shore facilities. Moscow successfully concluded an agreement with Kiribati, formerly the Gilbert Islands, last year and is wooing half a dozen other potential partners in the area.

The idyllic but strategically vital backwaters of the South Pacific are seething with economic, social and political problems which the Soviet Union is poised to exploit. The islanders are angry with the US for refusing to recognise their 200-mile economic zones, thus allowing American fishing boats to catch their tuna for nothing while the Soviet Union is offering to pay more than 20 per cent over the going rate for their agreements. The independence movement in New Caledonia and the growing opposition to French nuclear testing in the area have added to the air of uncertainty. Beyond that, the row between New Zealand and the US over port facilities for American nuclear vessels has effectively wrecked the three-cornered defence treaty with Australia, reinforcing the impression of an alliance in disarray. This was reinforced yesterday when Mr George Palmer, New Zealand's Deputy Prime

Minist said that US security guarantees offered under the Anzus treaty involved "considerable degradation." The US claims the dominant power in the Pacific. Palau in Micronesia, a US trust territory, recently voted to grant and air facilities for a US marine base autonomy. The US still provides American naval bases in the Philippines and superior military aid with area, although the in which deposed President Ferdinand Marcos has placed a red mark over the future. Other US military facilities from Japan to Australia coupled with the navy's continued presence throughout the Pacific, ensure Washington's position for some time to come. The Soviet Union, meanwhile, has no military facilities in the region and its navy has so far kept a low profile. The latest Russian moves, however, signal the end of a long period of unchallenged US superiority and the beginning of a new period of uncertainty.

# Australian dock workers strike

Thousands of Australian dock workers yesterday began an indefinite strike, the first major industrial conflict since a wages authority ruling last week giving only minimal pay increases this year, Reuters reports from Sydney. Employer groups warned the action by the Waterside Workers' Federation (WWF) would undermine Prime Minister Bob Hawke's efforts to shore up the nation's sagging economy and open the way for "union blackmail."

An emergency hearing of the commission yesterday failed to avert the stoppage, which will affect Australia's 44 ports. Mr Tass Bull, WWF Secretary, said the strike followed a breakdown in four months of negotiations on a two-year industry agreement. Mr Lew Bowen, Australian Chamber of Shipping director, said the strike would delay about 60 vessels in ports around Australia at an estimated overall cost of about A\$900,000 (£415,000) a day. The WWF's action sits oddly with Prime Minister Bob Hawke's recent call to the nation to work together to find

a way out of Australia's economic problems, Mr Bowen said. The principal sticking points are a union claim for improved superannuation, a 3 per cent productivity based superannuation payment and redundancy arrangements, Mr Bull said. He denied the strike contravened last week's Arbitration Commission decision rejecting the Australian Council of Trade Unions' 3 per cent superannuation claim. He said the Commission abdicated its authority on the superannuation issue by leaving negotiations in the hands of employers and unions.

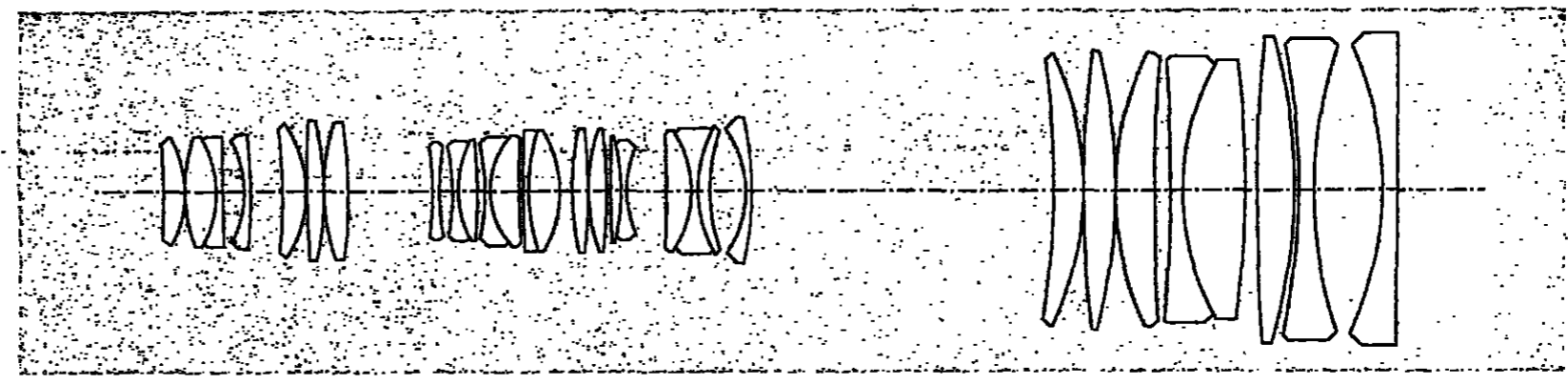
# Syria pledges help to free Lebanon hostages

BY LOUIS FARES IN DAMASCUS

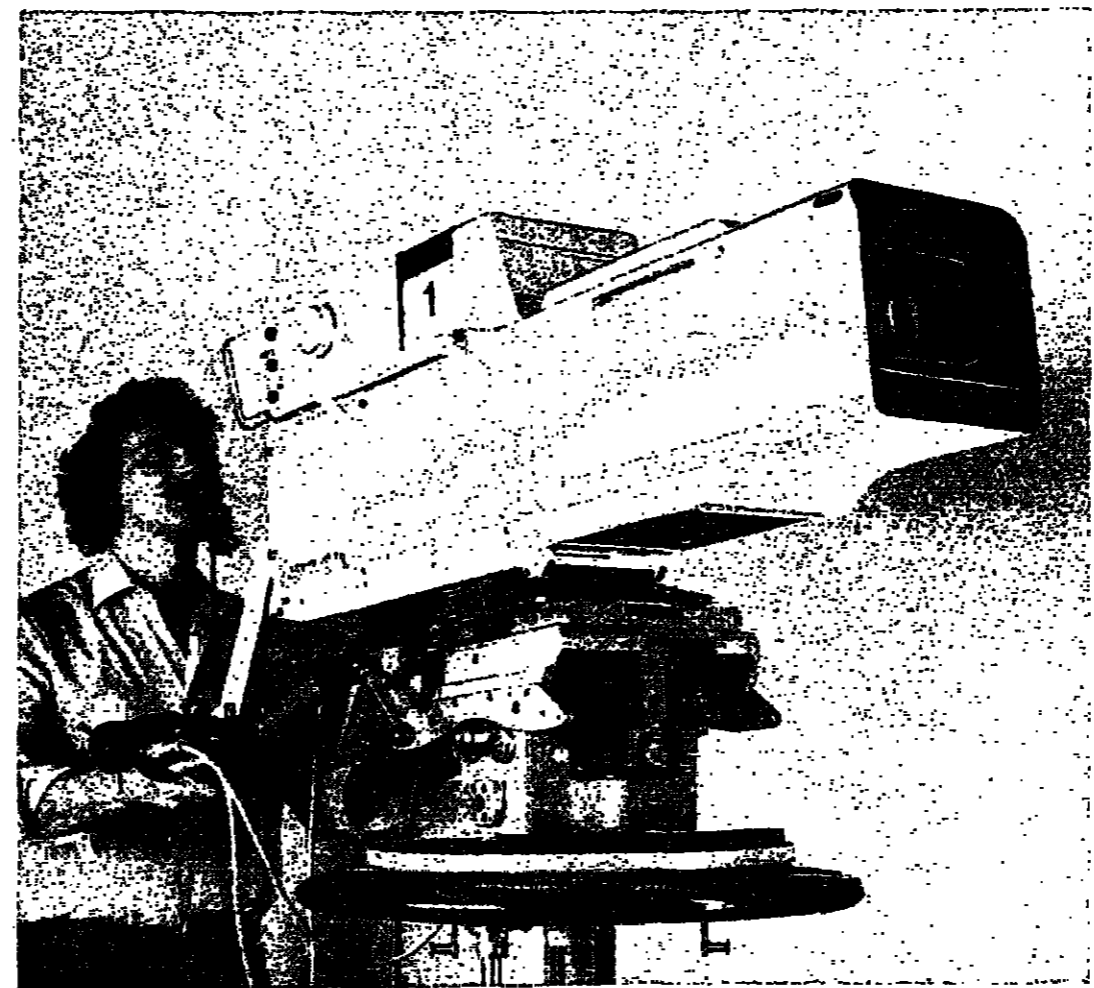
SYRIA pledged yesterday to exert every effort to win the freedom of American hostages held in Lebanon. The message was delivered by President Hafez al-Assad during a meeting with Mr Robert Dornan, a US Congressman, who had brought with him a petition signed by over 260 colleagues. More than 20 foreign nationals are still being held in Lebanon, of whom at least four are Americans. A Syrian spokesman said yesterday that his government was concerned

with this issue on humanitarian grounds and not because of its impact of Syrian-US relations. "The US works with the Zionist lobby," he said. Mr Dornan had not expected to meet President Assad following his lengthy talks the previous day with Mr Farouk al-Shara, the Syrian Foreign Minister. Syria retains considerable influence in Lebanon through its large troop presence but has run into increasing difficulties with radical Islamic organisations.

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AMERICAN NEWS

US experts to monitor Soviet N-tests

By Stewart Flenk in Washington

A team of US scientists is going to the Soviet Union later this week to set up nuclear tests monitoring equipment to monitor Soviet nuclear tests. The programme is being managed by the US State Department and the US Atomic Energy Commission. The programme is being managed by the US State Department and the US Atomic Energy Commission. The programme is being managed by the US State Department and the US Atomic Energy Commission.

Mexico looks to IMF for appreciation of its efforts

THE MEXICAN team which is in Washington to renegotiate payment terms on the country's \$97bn (\$64.6bn) foreign debt has its back to a wall of implacable arithmetic.

This year's loss of around \$8bn revenue as a result of the oil price collapse is equivalent to 1/20th of Mexico's gross domestic product; two-fifths of its exports; one-seventh of the budget; the whole public sector wage bill; and twice the planned public investment this year.

More emotively, it is almost equal to last year's interest payments and three-quarters of total service payments on the foreign debt.

But in their search for concessions from their creditors, the Mexicans not only want to underline the generally recognised consequences of the oil shock. They also want to drive home another set of figures representing the achievements — and in particular the cuts — of the past 3 1/2 years since Mexico's 1982 financial collapse.

Mexican officials do not believe that the economic significance of these achievements, and the social and political risks attached to the cuts, have been properly absorbed by the country's creditors or by the International Monetary Fund, with which Mexico now hopes to break a deadlock since the autumn in negotiations on a new economic programme.

"We have cut back very sharply and we can prove it," says one senior, orthodox financial official. "Show us where realistically we can cut more

... except on the one major outstanding item which is our debt service bill."

The Government vigorously denies that it has not been cutting its coat according to its diminishing cloth since the debt crisis first broke in August 1982.

According to Mr Carlos Salinas, the Planning Minister, public spending as a portion of GDP has been reduced from 32 per cent in 1981 to 19 per cent this year, real public investment from 11 to 3 per cent of GDP, in line with the collapse of oil revenues from \$21bn in 1981 to an expected \$6bn this year.

Public sector enterprises in the same period have been reduced from 1,155 to 820, with a further 123 companies due to be sold or closed imminently. In an unprecedented move, the Government closed a major state steel producer, Fundidora Monterrey, last month.

There will have been no growth over the period as a whole by the end of this year and real wages have been depressed by about 45 per cent for that half of the 25m workforce with full-time jobs.

Subsidies have been cut back radically and even dangerously. Conasupo, for instance, the parastate company which produces or buys and then distributes subsidised staple foods, has cut subsidies by a full 70 per cent since 1982, its officials say.

This year's maize subsidy — for the tortillas which are the staple diet of the poor — will be around Pesos 115bn (\$200m), when it should have been four times that if Conasupo had kept up last year's subsidy level. In

the US, meanwhile, government spending on agricultural price support has doubled in the past year, officials point out.

Officials also point to what has been achieved in structurally reforming the economy. Imports have been liberalised, with 82 per cent in volume terms now free from import licences, while Mexico has overcome a generation of nationalist-inspired trade isolationism and applied to join the General

and insurance houses which — aided by legislative liberalisation — have become a dynamic alternative to the state banks and now channel a fifth of national savings.

Officials admit to "errors of instrumentation" in areas like trade and foreign exchange policy, but dismiss claims that Mexico's foreign investment laws are restricted. "Anybody who wants to put money into

debt relief and new money. "Capital flight under this Government has been virtually insignificant, despite the efforts of certain of our creditors who facilitate it," one official says tartly. The Bank of Mexico last month issued a strongly worded rebuttal of a Morgan Guaranty study which claimed that \$17bn had left the country as capital flight — nearly 10 times the central bank estimate — since Mr de la Madrid took office at the end of 1982.

Several officials have taken to using a comparison with Britain under Mrs Thatcher, calculating the total British capital outflow to be about 1 1/2 times the whole Mexican foreign debt — but you call it foreign investment."

The Mexicans want to cast a rather different light on foreign exchange cash flow. Mr Salinas, for example, last week pointed out that Mexican achievements have been won with no net foreign credit in the last 18 months and with total net external financing in the last 3 1/2 years equivalent to what Mexico was lent in the single, pre-debt crisis months of September 1981.

In the Government's view, Mexico has had little reward for its efforts. The World Bank's \$500m loan to support import liberalisation, one official stresses, has still to be released one year after Mexico introduced the basic reforms envisaged. "They asked us to take 20 per cent of exports a year off import licensing and we did 62 per cent in one go,"

he says. "Is this what they call playing a relevant role?"

The Mexicans are resentful and perplexed that in a space of less than 18 months they have been relegated from top of the Latin America debtors' class to dunces — and this precisely during the period when they have seen their oil income cut by nearly two-thirds, suffered earthquakes which will cost them about \$6bn and had no new external funds.

A good part of the wrangle with the IMF over the size of this year's budget deficit concerns the effect of this foreign exchange starvation. The Mexicans regard this year's likely deficit of 13 per cent of GDP as inevitable and want any agreed targets for reducing it moved to the end of next year. The fund wanted to hold them to something like the pre-oil shock target of 5.1 per cent though it now appears to have relented considerably.

In the Mexican view, this year's latest round of belt-tightening has reached the limit beyond which the country's capital stock and political stability is at risk. Officials argued that with net new external financing equivalent to 3.9 per cent of GDP or roughly \$6.5bn there is no intrinsic reason why the deficit increase caused by lack of foreign exchange should generate the sort of inflationary pressures the Fund claimed. "Surely that is one lesson from the US' externally financed deficit," one senior official argues pointedly.

The de la Madrid Government feels it has had little reward for restructuring its economy according to the wishes of its creditors, David Gardner writes

Agreement on Tariffs and Trade (GATT).

This more liberal trade policy is helping to diversify the economy away from oil, so that 30.8 per cent of exports are now manufactured goods, up from 17.7 per cent in 1981, according to the Bank of Mexico's latest figures.

The Government in 1984 handed back to the private sector an additional 339 companies swept into the state net when the banks were nationalised in 1982. This entailed returning most of the country's brokerage

Mexico except in sectors we see as strategic — oil and certain minerals for example — can get the deal they want. The problem has nothing to do with legalism; it is that most big multinationals are already here and those that aren't have little incentive to invest in a contracting economy," one official argues.

Some members of the de la Madrid Government go further, arguing that Mexico's creditors are spurious using issues like foreign investment and capital flight to undermine its case for

Mulroney brings new blood into cabinet

By Bernard Simon in Toronto

MR BRIAN MULRONEY, Canada's Prime Minister, has sought to inject new vigour into his Progressive Conservative government by announcing the most sweeping cabinet shuffle since he took office in September 1984. Changes announced yesterday include the replacement of the four Deputy Prime Ministers, Mr Donald Macdonald, and several appointments to strengthen Quebec's representation in the Cabinet.

The shuffle follows a difficult period for Mr Mulroney, including the resignation of his Industry Minister in the wake of conflict of interest allegations and signs of slipping public support, particularly in the predominantly French-speaking province of Quebec.

A poll published in The Globe and Mail newspapers yesterday shows the Tories with only 36 per cent of popular support, compared with 39 per cent for the opposition Liberals. In Quebec where the conservatives won 88 out of 75 seats in the 1984 election, only 25 per cent of decided respondents backed the Tories, while 49 per cent said they supported the Liberals.

The importance of Mr Mulroney's recently-launched initiative for a free trade agreement with the US is reflected in the shift of the respected Energy Minister, Miss Pat Carney, to the International Trade portfolio. Mr Marcel Masse, until now Communications Minister, becomes Energy Minister.

The Prime Minister also indicated that the Government plans to pursue its recently-called privatisation plans more actively by naming Mrs Barbara McDougall, the Minister of State for Finance, as head of a Cabinet task force on privatisation.

Among the few ministers unaffected by the shuffle are Finance Minister Mr Michael Wilson and External Affairs Minister, Mr Joe Clark.

Quebec is widely regarded as the key to the Tories' fortunes in the next federal election to be held by 1989. The Conservatives have so far failed to set up an effective party organisation in the province to build on their 1984 gains. The Cabinet shuffle includes the appointment of a Quebecer, Mr Michel Cote, as Industry Minister.

Colombia ready for Pope's visit

By SARITA KENDALL IN BOGOTA

POPE John Paul II arrives in Colombia tomorrow for a week long visit to a country strained by political violence and natural disasters.

The country's Bishops' conference has called on Colombians to ensure that not a drop of blood is spilled during the Pope's stay. The M-19 guerrilla group has promised a ceasefire, the first such gesture since peace talks with the Government of President Betancur broke down last year.

The Nevado del Ruiz volcano, which erupted last November destroying the town of Armero, is once again dangerously active. It seems doubtful whether the Pope will be able to go to the cross-studded, barren plain where more than 21,000 people lie buried beneath

the mud avalanche that followed the eruption.

Instead he may visit Lerida, a small town nearby now swollen with refugees who survived the disaster. Pope John Paul II will also be meeting Colombian Indians in the city of Popayan, which was torn apart by an earthquake in 1983 and lies on the slopes of a major combat zone.

In 1988 Colombia played host to the Latin American Bishops' conference which produced the churches' first major statement on fighting social injustice and institutionalised violence. Pope Paul VI opened the conference and since then the theology of liberation has acquired a huge following in Latin America.

Although its proponents have been in conflict with Rome, Pope John Paul II comes to

Colombia after making conciliatory statements about liberation theology, apparently prompted by thousands of letters from grass roots church communities throughout the continent.

Colombia's Roman Catholic hierarchy is more conservative and less divided than the church in other Latin American countries but at least six priests are fighting with guerrilla movements.

In recent weeks seminars and churches have been taken over briefly by guerrilla and protest groups; shots also riddled the front door of Cardinal Lopez Trujillo's residence. The Pope's main theme in Colombia will be peace — an issue which has also absorbed most of President Betancur's efforts during his four years in office.

Argentine airline pilots threaten strike action

By TIM COONE IN BUENOS AIRES

ARGENTINA'S troubled international airline, Aerolineas Argentinas, faces a total shutdown today for the second time in two weeks. The state-owned company's 560 pilots have threatened "an indefinite strike," bringing to a climax a dispute over salaries which has been simmering for the past 20 months.

Mr Oscar Marshall, a spokesman for the pilots' association (Apla), said its members were seeking pay parity with another state airline, Austral, "a claim which was accepted as just by an independent arbitrator in May but which was overruled by the Labour Ministry."

Take-home pay for a Boeing

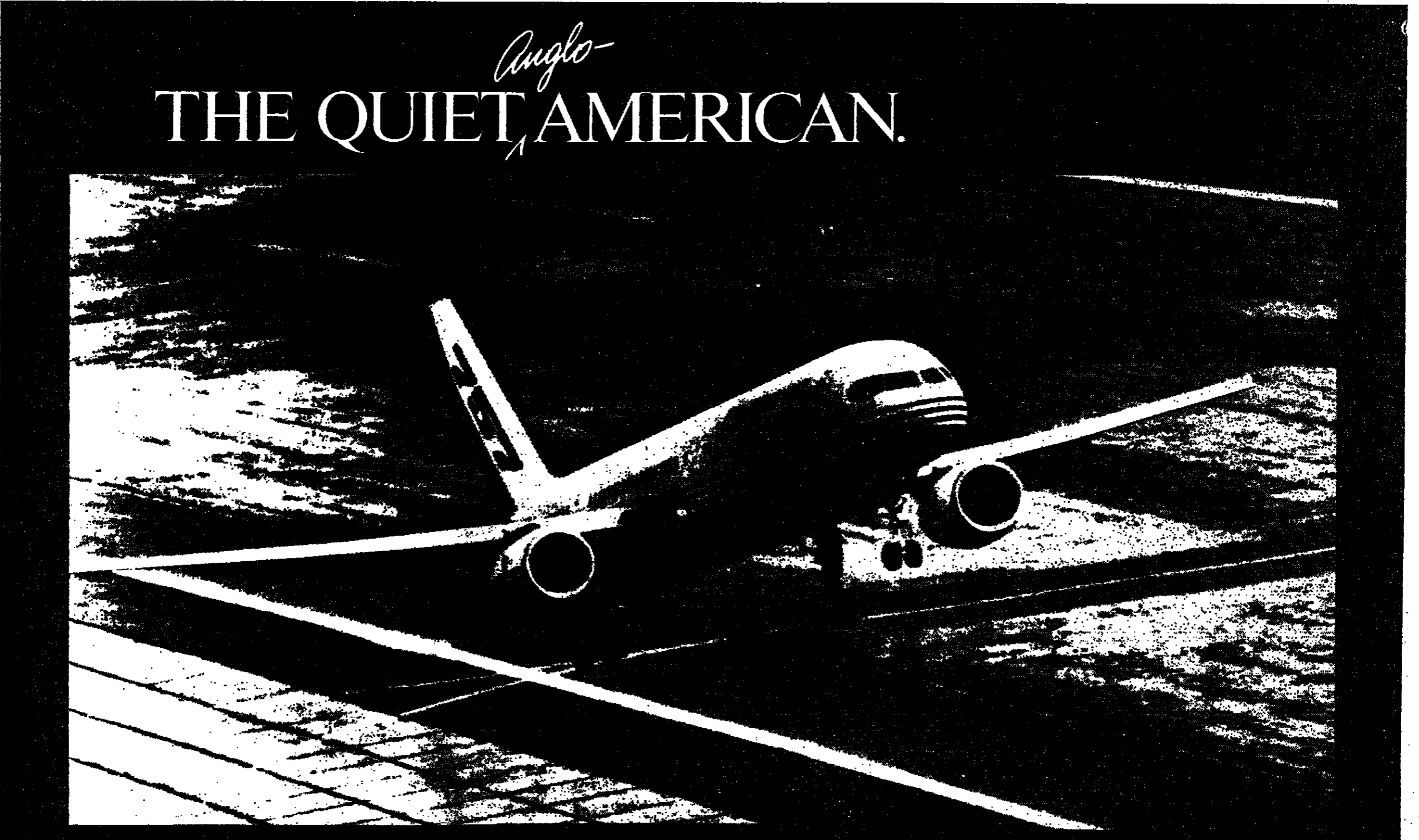
Central Bank devalues Austral by 1.14%

By Our Buenos Aires Correspondent

ARGENTINA'S Central Bank yesterday announced a 1.14 per cent devaluation of the country's currency, the Austral, against the US dollar.

This is the seventh mini-devaluation since the Austral was introduced in June last year and, in effect, closes the gap between the official and parallel exchange rates in the local money markets. The official rate now stands at 0.89 Austrels to the US dollar, representing a fall of 11 per cent on its original value of 0.90 Austrels to the dollar when it was introduced.

By agreement with the IMF last month, the Government has committed itself to maintain positive real interest rates throughout 1986.



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Model	Engine size(cc)	Cylinders	Horsepower (DIN)	'Euro mix' Fuel Consumption*	Top speed (mph)
190D	1997	4	72	42.2 mpg	100
190D 2.5	2497	5	90	39.8 mpg	108
250D	2497	5	90	39.8 mpg	109
300D	2996	6	109	38.7 mpg	118
250TD	2497	5	90	36.7 mpg	103

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Official Fuel Consumption Figures, all 5-speed manual drive/100km: 190D: Urban 35.8 (7.9), 56 mpg 53.3 (5.3), 75 mph 40.9 (6.5); 190D 2.5: Urban 32.8 (8.6), 56 mpg 51.4 (6.5), 75 mph 39.8 (7.0); 250D: Urban 31.6 (8.9), 56 mpg 52.1 (5.4), 75 mph 40.3 (7.0); 300D: Urban 29.9 (9.9), 56 mpg 52.5 (5.4), 75 mph 40.6 (7.0); 250TD: Urban 29.7 (9.5), 56 mpg 46.7 (5.8), 75 mph 36.2 (7.8). \*Euro mix: figure is sum of 1/3 Urban, 1/3 56 mph and 1/3 75 mph.

WORLD TRADE NEWS

Japan's trade surplus at record \$8.4bn

BY YOKO SHIBATA IN TOKYO

JAPAN'S TRADE surplus rose to a record \$8.3bn (£5.5bn) in May, the Ministry of Finance reported yesterday.

Exports jumped by 24.3 per cent on the year earlier figure to \$17.64bn, the second largest figure after a record \$17.8bn in December 1985.

Imports, however, fell by 6 per cent on the year earlier figure to \$9.24bn.

The Japanese do business differently, Carla Rapoport reports Contacts count in Osaka airport project

A NEW battery has emerged in the seemingly endless war between the US and Japan. It is Kansai International Airport—a \$6bn (£4bn) airport project for Osaka, Japan's second largest urban centre.

Japan's dollar-denominated exports and slows imports before the opposite occurs, a Bank of Japan official said.

Japan also recorded its second largest current account surplus of \$7.68bn in May, following a record of \$7.85bn surplus this April.

The balance on invisible trade swung into a deficit of \$495m from a surplus of \$374bn in the previous month as a result of increases in the payment of interest on government bonds and overseas travel expenses.

Japan produced a current account surplus of \$41.73bn in trade with the US in fiscal year to March 1986, accounting for 85 per cent of Japan's trade surplus of \$49.17bn, the Ministry of Finance said yesterday.



Caribbean countries prepare for crisis meeting

BY CANUTE JAMES IN GEORGETOWN

"THE IDEA of a Caribbean economic community free market is likely to collapse this year, and we could go back to a series of bilateral trade arrangements," suggests Mr Pat Thompson, executive director of the Caribbean Association of Industry and Commerce.

com) heads of government, starting their annual meeting here, in Georgetown, Guyana, today.

cumulative market of five million people and is made up of the English-speaking countries of the region. The solution was reportedly found at the summit two years ago in the Bahamas.

members could produce in sufficient volume and quality. Despite successive changes in target dates, some members have not yet implemented the plan.

has been sliding since the 1981 peak of \$77m. The slide has brought into question the credibility of the community as an organisation capable of stimulating trade in an area where the jobless rate averages 22 per cent.

Egypt signs £94m UK military credits pact

By Tony Walker in Cairo

Egypt has signed a £94m agreement covering the supply of UK equipment and technical assistance to upgrade military production.

The 1984 agreement was signed on Sunday in Cairo by Mr Mohamed Elmaghrabi, head of the National Bank of Egypt, the country's largest public sector bank.

EEC hopes rise for delay in start of farm war with US

BY QUENTIN PEEL IN BRUSSELS

HOPES were rising in Brussels yesterday that last-minute talks between US and EEC officials would succeed in delaying a declaration of hostilities today in their latest dispute over the loss of US grain markets in Spain.

The 12 EEC member-states now have to decide how they will share out that quota between themselves. There is no obvious linkage between that dispute and the row over US sales of maize and sorghum to Spain, however — except for the better atmosphere it might create.

from the present 600,000 to 800,000 tonnes. The continued rise in exports despite the year's sharp appreciation was the result of the "J-curve effect" in which the yen's rise against the dollar boosts

Italy's machine-tool exports rise 37.9%

BY ALAN FRIEDMAN IN MILAN

ITALY'S exports of machine tools increased by 37.9 per cent in 1985, to £1.351bn (£517m).

While orders from outside Italy were up by more than a third last year, home orders for Ucima members actually fell by 7.6 per cent in 1985.

Boeing wins \$175m order from US Air

BOEING, the world's largest jet airliner builder, has won another order for its 737-300 jet aircraft, worth over \$175m (£116m) for seven aircraft from US Air, a US domestic operator.

FT LAW REPORTS

Attempt to stop sale of syndicates fails

RE FOSGATE & DENBY (AGENCIES) LTD Chancery Division: Mr Justice Hoffmann: June 20 1986

SHAREHOLDERS without voting rights have no legitimate expectation that they should be entitled to vote on a proposed sale of part of the company's business if the articles of association indicate that they are not.

Mr Justice Hoffmann so held when dismissing a motion by Mr Ian Fosgate for an injunction to restrain the company, Fosgate & Denby (Agencies) Ltd, and its directors, from disposing of part of its business without the approval of a majority of the company's equity shareholders.

HIS LORDSHIP said that the company was acquired in 1977 by Mr Fosgate and Mr Mark Denby to carry on business as a Lloyd's underwriting agency.

The Fosgate family was interested beneficially or as trustees in just over half the equity shares.

In September 1982, by direction of the committee of Lloyd's, Mr Fosgate was suspended from underwriting activities on behalf of the company.

If the company ceased business and its syndicates had been run off that goodwill would disappear. Even uncertainty about the company's future was sufficient to erode its goodwill.

A fiscally advantageous scheme was produced to dispose of the syndicates through subsidiaries before the prospective cessation of business.

There was not a wide market for syndicate managements. In the absence of outside offers the board proposed a series of management buy-outs.

The company's articles and the Companies Act 1985 contained provisions to deal with conflicts of interest.

The proposed sales were plainly within the ordinary powers of the board.

The company had complied with the provisions of the articles and the Act.

As no offers from parties at arms' length had been received there was nothing much to which the management offers could be compared.

less than the true market value of the syndicates. It was said the effect of the sales would be that the business of the company would "substantially come to an end" and that the voting shareholders, through the purchasing companies, would make a substantial profit at the expense of the equity shareholders.

The relief sought by the injunction was not simply an injunction to restrain the sales, but an injunction to restrain them "unless and until such an agreement had been approved by a majority of equity shareholders."

In accordance with the rules in *Cyanamid (1975) AC 396* the first issue was whether Mr Fosgate had demonstrated an arguable case that his petition under section 459 was well-founded.

Mr Ratten, for Mr Fosgate, argued that it was unfairly prejudicial for the sales to proceed without the approval of equity shareholders because: (1) the equity shareholders were the only persons ultimately interested in the prices at which the syndicates were sold;

The question was whether Mr Fosgate could have had a legitimate expectation that in the circumstances the board would not dispose of the syndicates without the approval of equity shareholders.

The matters relied on by Mr Ratten did not, singly or cumulatively, justify such an expectation.

Each was expressly or impliedly contemplated by the articles. First, the articles made it clear that though equity shareholders were interested in profits and assets of the company, the whole of the conduct of the company's business was entrusted to the board and equity shareholders were not to have a vote.

Second, the articles made it clear that conflicts of interest were not to inhibit directors from taking part in board decisions.

Third, all decisions concerning the business of the company involved the risk that other decisions might turn out to have been better.

On the respondents' side there was a good deal of evidence to show that continuing neutrality about the future of the syndicates was damaging the goodwill, and unless they were sold quickly, that goodwill might disappear.

If an injunction were granted there was a risk of causing irreparable harm to the company and its shareholders.

The motion was dismissed. Mr Fosgate; Donald Ratten QC and Peter Hooper QC (Stephanus Harwood). For the respondent companies and directors: Richard Sykes QC David Chivers (Norton Rose Bottrell and Roche). By Rachel Davies Barrister

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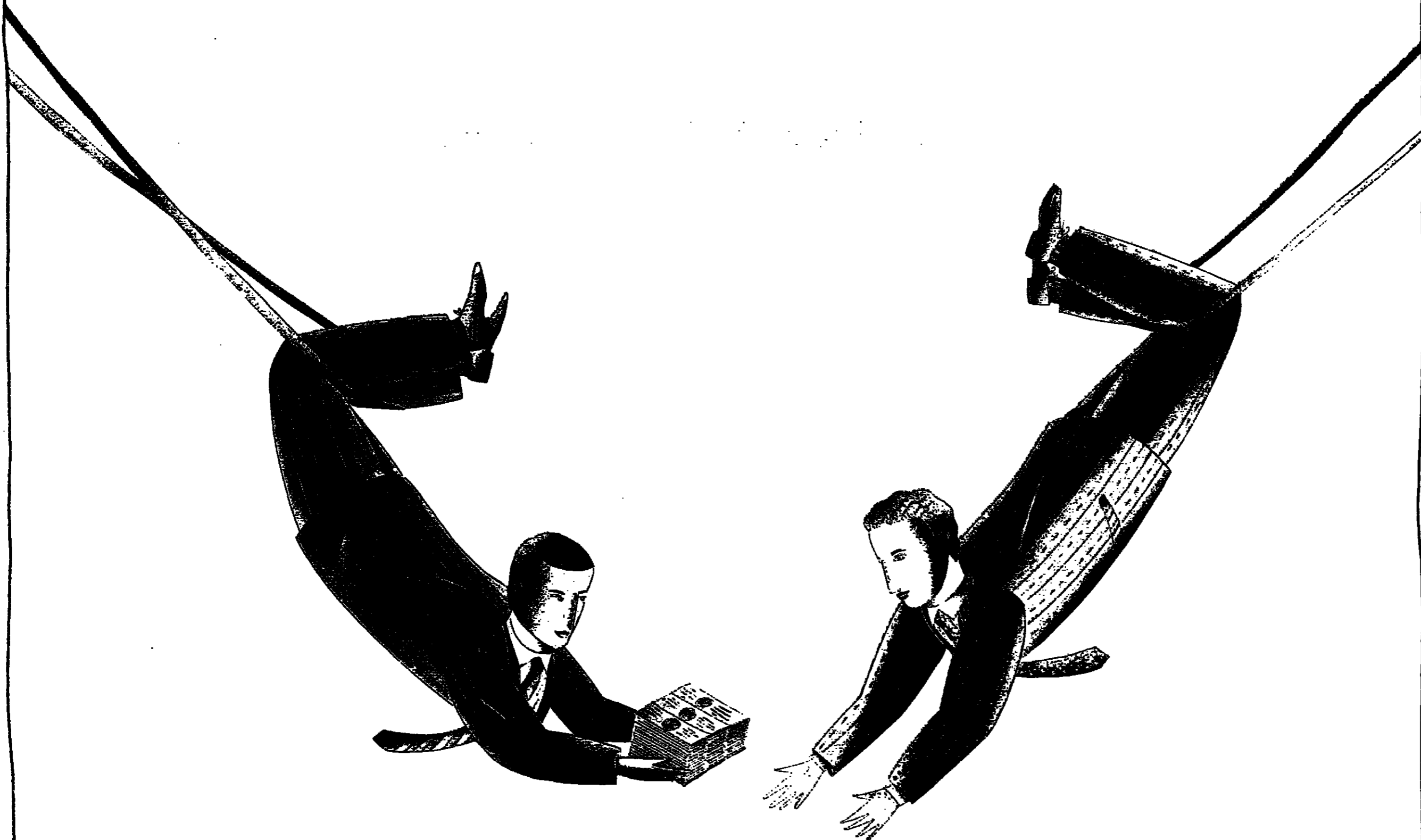
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TECHNOLOGY

Information goes on line for British dairy farmers

BY DONNA ARMENIO

DAIRY FARMERS in England and Wales will be able to tap directly into the Milk Marketing Board's ICL computer by using a new service, MMB Dairyfax, which can be accessed through Farmlink, an information service of British Telecom's Prestel Viewdata System.

The service will allow farmers to improve their efficiency and produce better-quality products by relaying information most rapidly and averting potential problems.

Dairyfax will allow farmers not only to obtain information, but also to send messages, place orders and ask questions.

With the system the farmer can input his own records as well as access important market information in a cheaper, quicker and more systematic manner than was previously possible. At the press of a button he will be able to compare his own records, covering up to 12 months, against those of other farmers, both nationally and regionally.

Other information which can be accessed ranges from updated financial information to laboratory test results and matching cows to a suitable bull.

The cost for the Prestel networking system, including a subscription to Farmlink and equipment, is approximately £250, plus £3 per month to access MMB Dairyfax, which goes on line in July. There is also a local usage fee for the telephone call that connects into the system. Free access time is available weekdays from 6 pm to midnight, Saturdays after 1 pm and on Sundays.

The Prestel system contains a built-in memory so that information can be retrieved after the line is disconnected from the computer. A printer can also be hooked up to the system if a hard copy is desired.

The Milk Marketing Board hopes to have between 4,000-5,000 dairy farmers subscribing to MMB Dairyfax within the next five years.

David Dodwell, in Hong Kong, on the BSR system that can change, at will, electronic displays around the world

The instant answer to global advertising

THOSE YACHTING enthusiasts at the Americas Cup in Perth in September who are not totally carried away by the spectacle may notice that race details and other spectator information reaches them on electronic display screens unlike anything seen before.

The new screens, developed over the past two years by Astec International, a subsidiary of Mr Bill Wylie's Hong Kong-based BSR electronics group, are intended to overcome shortcomings in the wide range of advertising hoardings and information display boards currently used worldwide.

They are versatile enough to display written, numerical or graphic information in any configuration across the screen, and can carry advertisements that can be changed at will, and from any location around the world.

The screen is driven by an industrialised personal computer, and the graphic generation is based on Apple's Macpaint software.

While the screen does not have the full versatility of an Apple Macintosh screen, the flexibility and "user-friendliness" of the Macpaint software makes it easy to program, and offers a wide range of uses and effects.

Displays can be changed from left to right, top to

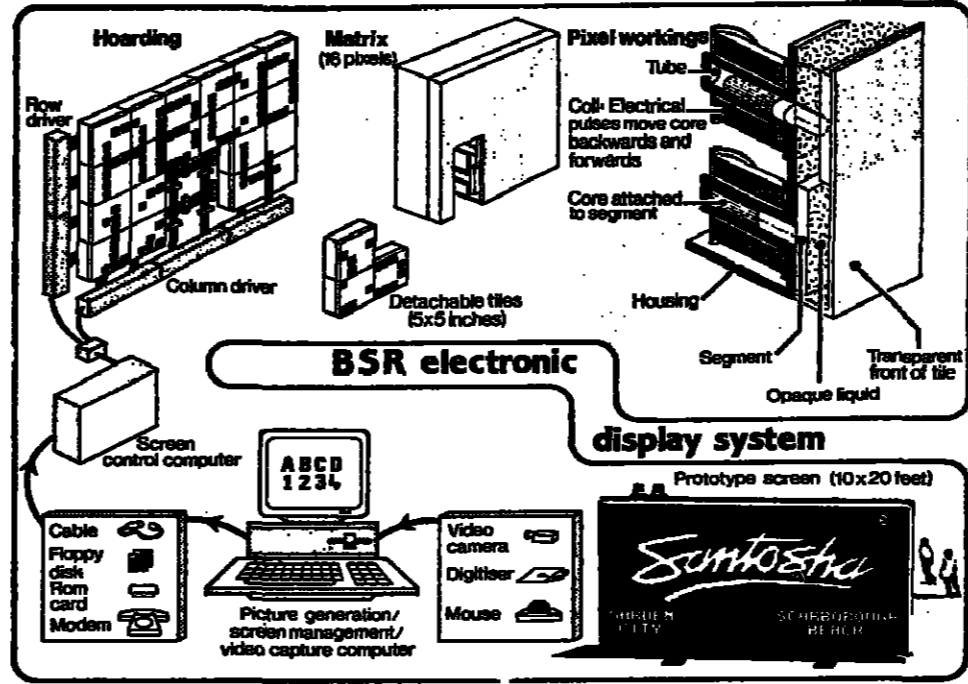
bottom, covering towards the centre, or on a "venetian blind" principle at different stages across the screen. They can also "disintegrate" and reassemble with the use of a series of electronic scans across the screen.

Unlike conventional information display systems, like the flap-over boards used in airports to provide flight information, the screens have no mechanical movements, and are not limited to a black or dark background.

They are also much more versatile, with—for example—flight information being alternated with advertisements, and even call-up information for individual passengers.

Unlike display systems that use lights, they consume very little electricity. Information does not become unreadable under the glare of bright sunlight. Because they are phosphorescent, they operate equally effectively at night.

While out of operation, prototype screens measuring 10 ft by 20 ft look like blank tiled-walls. Each 5 in tile or module that makes up the screen is in fact a box containing a matrix of 16 pixels (picture elements: see diagram) that can be moved backwards or forwards by a simple electronic switch. In the prototypes, the 30 mm pixels are coloured red.



When the pixels are switched backwards, the surface of the tile appears white (in fact it is pale blue) because of an opaque liquid that fills it. When one or a combination of pixels are switched forward, the opaque

liquid is pushed aside, revealing a red surface. With about 1,200 tiles making up a 20 ft hoarding, a screen is effectively a matrix of about 18,000 squares that can appear either blank or coloured to

make any high definition image that can be changed in five to seven seconds. Screen changes can occur for indefinite periods at about 30 second intervals. "Because the pixels are effectively operating in a liquid bear-

ing, there is no wear," says Mr Henry Riddoch, head of the research team that has brought the display screen from prototype to production. Because the pixels touch the rear surface of the tile when they are in their forward position, they remain clearly visible even in bright sunlight, he states—perhaps an important factor at the water's edge for the Americas Cup.

The system has cost BSR and an Australian joint venture partner called ERG—which specialises in the development of high technology projects—about US\$1m to develop. It is the brainchild of a Liverpoolian called Roger Kent, who is now a director of ERG. "He developed the idea using bottles of milk and plastic," says Mr Riddoch.

"In electronics terms, there is nothing being used that is not well proven," states Mr Riddoch. "What is unique is the way it is put together. The big thing here has been ensuring reliability."

The electronic switches that drive each pixel will be made at BSR's totally-automated coil winding factory in Singapore. Each 20 ft screen requires 36,000 switches, which compares with a daily production capacity at the Singapore factory of up to 50,000 switches.

The screens have been

The good news is FERRANTI Selling technology

designed to operate indefinitely outdoors, and in all weather conditions. A damaged tile can be unscrewed and replaced in a matter of seconds. Mr Riddoch is coy about the exact constituents of the opaque liquid that fills each tile. The main difficulties were in ensuring that it neither settled out, boiled off, nor froze, he says. It can operate in temperatures ranging from -20 degrees C to +65 degrees C and has been tested in a number of remote, outdoor locations around Australia.

A phosphorescent dye in the liquid in each tile makes the screen as effective at night as in the day. Just 500 watts of ultraviolet black light will light up the screen, making it much cheaper to operate than an existing light-bulb display screen that might be used, for example, at a night-time sports event.

First orders for the screen, launched this month, have come from Australia, doubtless on the back of Bill Wylie's home-town links with Perth. BSR no doubt hopes use of the display will not begin to end with the Americas Cup.

'Smart' card move by Japanese

TWO NEW contenders from Japan have entered the "smart" card market. Both comply with international standards. "Smart" cards are a French invention in which a plastic credit/debit card has semiconductor storage and intelligence embedded within its thickness.

Mitsubishi (0923 770000 in the UK) has launched its Meicard, in five varieties, three with in-built microprocessors and two with just random access and read-only memory. These "intelligent" cards offer a complete security function when there are personal details on the card. Any password or number keyed in by a user at a terminal has to be "agreed" by the card when interrogated by the terminal. The card micro controls what information is exchanged.

Dai Nippon Printing of Tokyo has brought out a similar card, with 2000 characters of storage and an eight bit microprocessor. The micro carries out arithmetic, to allow the card to be used as bankbook. The company plans to start marketing to banks and securities companies from July.

WORTH WATCHING Edited by Geoff Charlsh

SENSITIVE HUMAN dummies are being produced at Fraser Nash Electronics, the Leatherhead, UK company. The company has teamed up with Ogle Design to produce

dummies with electronic instrumentation that can be used in test situations to which real humans would take exception.

Normally of adult size (although children and even infants are available to order), the dummies have realistic skeletons with correctly articulated joints, sealed out with coverings that accurately reproduce normal distribution of body mass. Internal organs can be reproduced within the rib cage.

Fraser-Nash can build in arrays of sensors to measure acceleration, loads and pressures and has equipment that will collect, process and analyse the data—in test situations ranging from crashed cars to parachute descents. More see 0572 379717.



Tony Holden, managing director of Computervisio in the UK

ROBOTS for simple pick and place operations have been launched in several forms by INA Automation of Sutton Coldfield, UK (027 351 4847).

The normal application is picking up components from a conveyor or rack and placing them into machine tool chucks.

The company has developed a number of drive units, grippers, rotary tables, wrist units and other components which are put together in different ways to suit various applications.

The robots move in predominantly vertical or horizontal planes, but will work at some intermediate angle. A typical application is movement is from 0 to 400 mm horizontally and from 0 to 60 mm vertically. Loads up to several kilograms can be moved about.

VOICE PROCESSING equipment sales in western Europe rose to \$600m by 1984 from \$25m in 1982, according to a market research report from Frost and Sullivan (European Market for Voice Processing, \$2,400).

Technologies involved include voice recognition, synthesis, compression, verification and understanding. Easily the largest application says F & S is voice messaging with revenues of \$20m projected for 1986, rising to \$223m by 1994. This is an enhancement of the answering machine in which the messages can be stored and forwarded to recipients via the PABX (private automatic branch exchange). The most advanced system will recognise a caller's voice in order to route the message.

Other important areas are voice input and output for computers, and voice activation of devices. In London, Frost and Sullivan is on 935 4433 and in New York on 233 1080.

FLIGHT RECORDERS in which the traditional magnetic tape is replaced by semi-conductor memory are expected to be submitted soon for official approval by the designers. Enertec of the UK, part of the US-based Schlumberger group.

They obviate problems of tape deterioration and recording head wear, and at 5 kg are less than half the weight of tape machines. Using electrically erasable, programmable read-only memory chips, the recorders utilise a data compression technique to conserve storage space. They fully record flight data only when emergency conditions require it. At other times, the data is sampled, but this still gives sufficient detail of events leading up to an emergency. Housed in a cast steel case, the units are also protected by water-impregnated material which releases steam to dissipate heat in an aircraft fire, preserving the contents. Enertec is hopeful the units will be in service within two years, probably in civilian helicopters.

UK base for CAM research

COMPUTER-AIDED manufacturing, CAM, an extension of computer aided design (CAD) that allows manufacturing numerical data to be derived from the CAD dimensional information and fed to machine tools, is to be researched by the UK subsidiary of Computervisio of the US.

The company has fared better in Europe than in the US, where it has faced intense competition from compatriots IBM and Intergraph. "There is rather more interest in CAM on this side of the Atlantic, which is one reason why the new research and development facility is in the UK," says Tony Holden, Computervisio's UK managing director.

Dr Andy Hamlyn, who heads the UK CAM group says that in the UK "we have the right people to develop the product and customers who are taking major steps along the road to factory computer integration."

INFORMATION PUBLISHER Microinfo of Alton, Hampshire UK, and Digital Equipment Company (DEC) of the US are to mount a major sales drive into the growing market for information systems based on CD-ROM, the data equivalent of the Philips/Sony compact disc for music.

DEC has acquired the rights to produce CD-ROM versions of the US National Technical Information Service (NTIS). Microinfo, which has published NTIS documents on paper for 10 years, will now be able to offer CD-ROM versions as well.

The DEC disks, as well as

information, also carry search software for the DEC controlling computer or for a personal computer that uses the MS-DOS operating system.

CD-ROM disks provide about one hour of music, or in the data application, a massive 600m bytes (characters) of information, or about 200,000 typed A4 pages.

UK VENTURE capital companies Syntech Information Technology Fund, Pratec (part of Prudential Group) and Technet Investments

have put \$450,000 into Caplin Cybernetics Corporation, established in 1984 in London's Docklands Enterprise Zone. The company develops and markets sensor-driven robot control systems. A further tranche of \$500,000 is expected later this year.

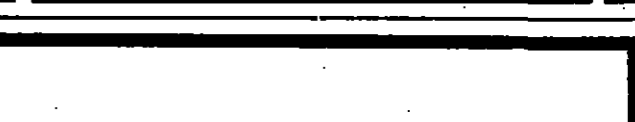
Pratec has also announced that its next project, an investment in 1982 of £250,000 in the design of a mass spectrometer (used in materials analysis), has reached the stage of commercial manufacture at Hornton Instruments of Heathfield, East Sussex, UK.

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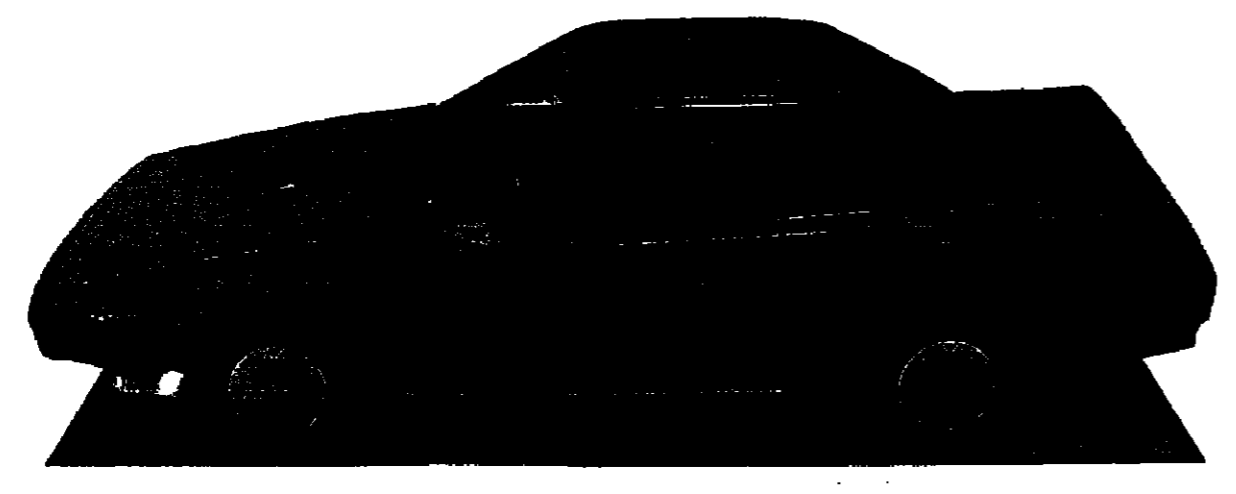
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## Market share of 25% sought by Iveco Ford

By KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

IVECO Ford Truck, potentially the most powerful force in the UK heavy truck market, begins operations today with the objective of capturing a 25 per cent market share by 1988.

In the short term, however, there are signs that the uncertainties caused by the formation of the company have done some damage to Ford's performance.

By the end of May, Ford's sales of trucks over 3.5 tonnes gross weight had slumped by nearly one quarter from 4,183 in the first five months of 1985 to 3,185. Its market share dropped from 16.9 per cent to 13.3 per cent and it fell from first to third place in the heavy truck league, behind Leyland and Daimler-Benz, the Mercedes group.

Iveco, the Fiat-owned heavy vehicle producer which is Ford's partner in the new company, suffered a 5.5 per cent fall in UK registrations in the five months, from 910 to 860.

Some observers suggest the disappointing performances stemmed from hectic changes which have been taking place as Iveco Ford Truck (IFT) started to weld together two dealer networks in Britain. IFT insists that Ford will show a

substantial recovery for June because an incentive programme for its dealers came to a peak last month and boosted sales considerably.

The company is confident that it can reach its 25 per cent market-share target because it claims to have the strongest dealer network in the UK, with dealers who have the necessary financial strength and are ready to handle a succession of new vehicles about to emerge from Iveco's factories on the European continent, as well as additions to the Ford Cargo range of trucks.

Iveco, Western Europe's second-largest heavy trucks group, had 90 dealers in the UK and Ford 121 truck specialists.

The total has been whittled down to 115, with losses from both sides, all of whom will receive substantial compensation. Of the 115 dealers who now form a unified IFT network, 50 have been classified as specialist heavy truck dealers and will sell the full range of Iveco and Ford trucks, including those from 28 tonnes upwards which the others will not handle.

## Daimler-Benz launches T2 heavy van range

By OUR MOTOR INDUSTRY CORRESPONDENT

DAIMLER-BENZ, the Mercedes group of West Germany, expects to build its share of the declining UK market for heavy vans from 25 per cent to 30 per cent by 1990 with the help of a new range, the T2 vans, launched in Britain today.

The group's UK subsidiary also hopes to benefit from the demand for midi-buses which might be caused by deregulation of bus services in Britain. The UK model line-up of the new T2 includes versions ready for conversion to midi-bus or coach specification, accommodating 21 to 25 passengers.

The T2 vans compete with Fiat's Iveco Z range, the Dodge 50 vehicles - made in the UK by Renault Truck Industries - and the top end of the Volkswagen LT van range.

Both BL and Ford in the UK bowed out of the heavy van business some years ago.

The T2 models, which cost at least DM 100m (£30m) to develop, were introduced in European continental markets in April to replace the group's Düsseldorf vans. They cover a weight range between 4.8 and 7.5 tonnes gross.

The range for the UK includes versions downrated to 3.5 tonnes, the weight level above which an operator's licence is needed in Britain.

In the UK, the 3.5 to 7.5 tonnes van sector has declined from a peak of 11,000 sold in 1979 to only 5,700 last year as users switched to lighter vans, such as Mercedes' own Bremen vans.

## UK NEWS

Max Wilkinson examines the privatisation of British Gas

## US competition example avoided

HISTORIANS of the Thatcher Government may find it odd that its privatisation programme laid so much more emphasis on changing ownership than improving competition - especially in the case of British Gas.

Although the sale of the whole of British Gas in November will be the Government's most ambitious flotation, it will make remarkably little difference to the corporation's monopoly position or to the structure of the gas market.

The decision to privatise the corporation as one huge integrated concern is thrown into particularly sharp relief by the revolution which is now under way in the US gas industry.

The private enterprise gas utilities in the US provided an important example which persuaded the Government that gas could be safely put in private hands in the UK.

However, the US industry is now moving in a radically different direction from the course which has been charted in the UK Gas Act and the licence under which British Gas is to be privatised.

In Britain the same company will sell gas to almost all consumers; it will operate the whole of the pipeline network, it will control some gas production, and it will remain effectively the only buyer for most gas produced from the UK Continental Shelf.

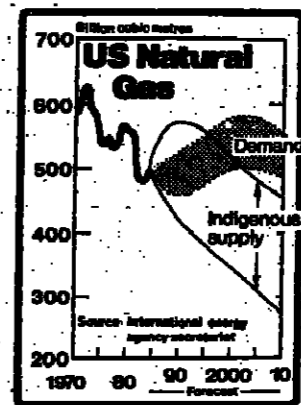
In the US, on the other hand, the 1,500 gas utilities, 700 of them in private ownership and the rest municipally owned, are being given more and more opportunity to shop around from their gas from competing suppliers.

A vigorous spot market has become established in gas, accounting for up to a third of the supplies bought by pipeline companies. This market has responded to the pressures of lower oil prices and a surplus of potential gas supplies by driving down gas prices to the benefit of the consumer. Spot gas prices in the US have been as low as \$1.50 to \$1.75 per thousand cubic feet (Mcf), some 30 to 40 per cent below the average price received by producers in 1984.

However, the transition from a highly regulated system characterised by long-term contracts to a more market-based industry is not without pain and difficulty.

Thousands of pages of new regulations have been necessary to try to ease the straitjacket of older rules; controversies have raged over almost every clause, and many battles are still being fought.

At the centre of this turmoil is the Administration's decision to deregulate prices charged at the well-head by gas producers for all gas discovered after 1977, and more recent efforts to encourage pipeline



companies to open up their systems to third parties.

The pipeline companies traditionally operated as wholesalers, buying gas often and long-term "take or pay" contracts from oil companies and other producers, then selling it to utilities and industrial consumers, often also on a "take or pay" basis and all at regulated prices.

However, from January 1985 price control at the well-head was phased out for 80 per cent of gas. Then in October the Federal Energy Regulatory Commission issued the now famous Order 436 which established the rules under which the pipeline network could be opened up to third parties.

It also allowed utilities to phase out their contracts with pipeline companies; to make deals direct with producers and then pay a fee for the transport of the gas.

But Rule 436 failed to solve a serious difficulty: prices for the pre-1977 gas still subject to regulation were often far out of line with market-rates. Some early vintages remained hopelessly cheap from the producers' point of view, while some more recent vintages had a regulated price tag so high that the gas could not be sold.

Pipeline companies locked in to long-term contracts were in some cases able to average out low expensive and the cheap gas. However with 15 per cent overcapacity in the industry and plenty of cheap spot gas on the market, the temptation to unscramble these higher priced contracts proved irresistible. Several spectacular law suits have resulted, but in many cases deals have been struck in which producers have traded their rights under existing contracts in exchange for a new deal which will mop up their surplus capacity.

The labyrinthine complications of the paperwork surrounding these changes was one of main factors which persuaded the British Government to opt for a monolithic industrial structure and a regulatory framework in which simplicity has been preferred to efforts to promote competition.

## Scargill renews pit closures strike call

By PHILIP BASSETT, LABOUR EDITOR

MR ARTHUR Scargill, president of the National Union of Mineworkers, yesterday issued to miners an uncompromising battle cry, explicitly rejecting any moves towards moderation in the wake of the 1984-85 coal strike and calling for renewed industrial action against both pit closures and the Government.

Though it was sharply criticised by some NUM leaders - one accused him of "living in the past" - Mr Scargill's keynote speech at the opening of the NUM's annual conference at Tenby, in South Wales, was a wholly absolutist restatement of the principles on which the strike was fought, drawing in nothing from post-strike experience other than a reinforcement that the strike and the action of the NUM's leadership was both correct and "sooner

rather than later" would have to be repeated.

His defiantly class-based, unbowedly militant call will be seized upon by some other union leaders on the left as a rallying cry, though others will be chastened by the fact that Mr Scargill is still promulgating the same themes, analyses and solutions even though they believe his union has virtually collapsed and neither it nor their own are in any shape to respond to such calls.

As an indication of this, his speech was not applauded by NUM delegates from the left-led, but pragmatic, Scottish and south Wales coalfields, and from union's white-collar sections.

After the speech NUM area leaders were sceptical, though some

were drawing comfort from Mr Scargill's specific point that "above all, we should trust our membership," as an indication of some change.

But Mr Eric Clarke, Scottish secretary, said that the demand for industrial action was not there. Mr Trevor Bell, from Coes, said that no amount of rhetoric would disguise the fact that the union had lost the strike, and that the members would not take action. Even Mr Jack Taylor, Yorkshire area president, said he was not convinced that the union could get its members to take action.

In his address, Mr Scargill was unequivocal: "We can either surrender or fight back. There is no middle ground." Accommodation or placation was surrender; the only ef-

fective action was to mobilise and fight.

He warned that unless the NUM was prepared to take "positive action", then over the next few years, up to 42 further pits would close or merge, with 80,000 further jobs lost, on top of the 48,000 lost since the beginning of the strike.

He said: "Sooner rather than later, the British miners will have to take organised and united action to halt the continuing disintegration of the coal industry, and the further decimation of jobs."

A regeneration of the principles "magnificently" embodied in the strike was the only way to defeat the attacks of the Government. "The only way we can win justice for our members and stop the onslaught on our industry is to take industrial action," he said.

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THE ARTS

Tosca, Maggio musicale fiorentino/William Weaver

The Vatican will not have to worry about this

The 49th Florence festival, under the special artistic direction of Zubin Mehta, has been running for over a month and, till now, has not had a good press. And for the past couple of weeks the local papers have been full of debate about the heralded production of Puccini's Tosca, under the direction of Jonathan Miller.

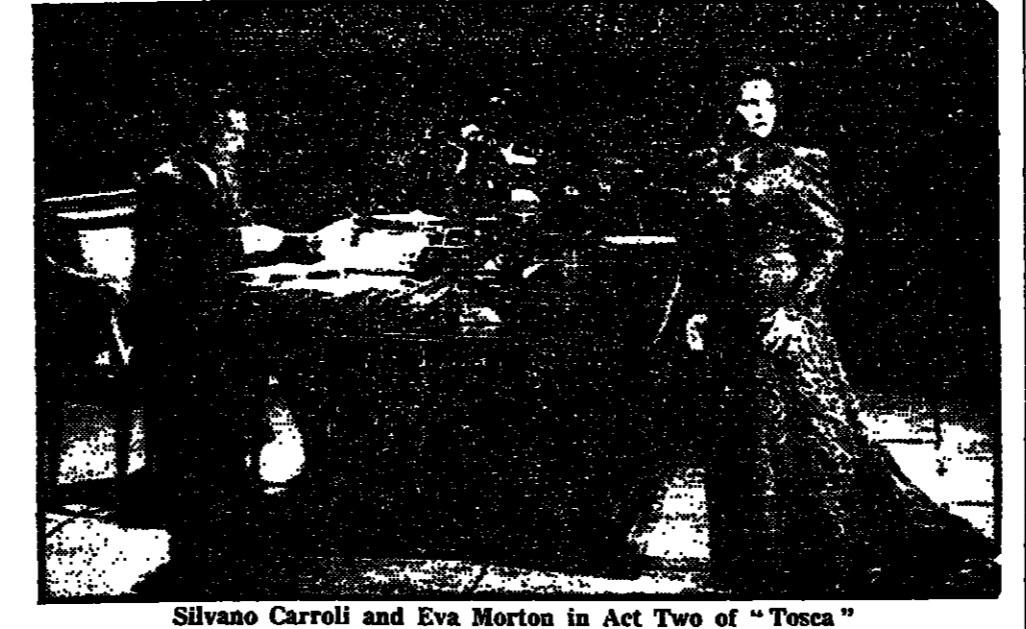
Miller announced his intention to shift the action of the story from the Papal Rome of Napoleonic times to the Fascist, Nazi-occupied capital of 1943—the Rome of Robert Rossellini's great film *Open City*. Italian politicians dearly love a debate, a polemic, and so, when Dr Miller had barely begun rehearsing, a local official issued fiery statements to the effect that, among other devils, Miller's staging was offensive to the Catholic Church.

Well, Tosca opened to an alert, capacity audience—and the Vatican will not have to worry. If anything, Miller's version is less damaging to religious sensibilities than the traditional staging, which usually brings on at least one cardinal for the grand Te Deum procession at the end of Act One. The unit set by Stefanos Lazaridis establishes the tone. Three dull-grey Palladian walls, windows sealed against the blackout, a chapel boarded up,

it seemed to Zubin Mehta. Unplaying area (presumably to tell us that we are in a world gone awry). In the event this platform seems the production's one serious mistake. The singers are visibly uncomfortable: Spoletta has to grip Scarpia's desk to keep steady, and Tosca, when she faces right, leans forward, one leg akimbo, as if she were bracing herself against a strong wind. In general, the performers move stiffly unnaturally.

There were other smaller miscalculations. At the end of Act Two, instead of placing candles and crucifix by the corpse of Scarpia, Tosca empties the contents of his filing cabinet over the body. This a solemn character-revealing act is trivialised into a gag. This is a handsome and coherent staging, and the opening-night audience was justified in awarding it a warm, extended ovation. This, however, is not a Tosca one would want to see many times, but it was, after all, being presented in a festival; and, virtually by definition, a festival should not offer events that can be seen during a normal season. This is a lesson that the Maggio musicale has too often forgotten.

The enthusiasm of the audience was addressed only to the producer but also to the interpreters; especially, it seemed to Zubin Mehta. Unplaying area (presumably to tell us that we are in a world gone awry). In the event this platform seems the production's one serious mistake. The singers are visibly uncomfortable: Spoletta has to grip Scarpia's desk to keep steady, and Tosca, when she faces right, leans forward, one leg akimbo, as if she were bracing herself against a strong wind. In general, the performers move stiffly unnaturally.



Silvano Carroli and Eva Morton in Act Two of "Tosca"

Thomas Allen/Covent Garden

Max Loppert

Sunday's "Celebrity Recital" was Mr Allen's first solo concert at the Royal Opera House (he has previously shared here a *Wolf Italian Songbook* with Ileana Cotrubas). It left proof that certain aspects of his recital singing are forging ahead confidently. In the past, during other London recitals by the baritone, I have found myself continually regretting the low-keyed, earnest, even apparently inhibited approach to the high art. The complaint that one made was the reverse of the one usually uttered of famous operatic singing-actors who take to the recital platform: one was left wanting a turning-up of the intensity button, a more assertive command of a song's details and subordinate parts.

On Sunday, much of the Schumann *Dichterliebe* performance that the baritone gave with Geoffrey Parsons satisfied such wants far more thoroughly than one dared to hope it would. Not immediately, "Im wunderschönen Monat Mai" moved too slowly, and the articulation of the following few songs, though warmly sympathetic, lacked something in glancing swiftness of imaginative detail.

Artist of the Day/Angela Flowers Gallery

It is not uncommon for galleries to have good ideas; but it is less usual for them to bear repetition. Every July for four years the Angela Flowers Gallery (at 11 Tottenham Mews, off Tottenham Street, W1) has asked ten artists to nominate another who deserves a London showing.

The first artist, showing yesterday, was Charlie Holmes, who hides his talent under the bushel of a teaching post at Sunderland Art College, but his elegant and serious wit of his conceptual tableaux and visual propositions must bring him to London soon. He was nominated by Lee Coleman, with whom he sometimes works. Today it is Sarah Jane Harper, the nominee of David Leverett, showing paintings and drawings of the nude, the female nude especially. Tomorrow comes Emma McClure (William Crozier), again with paintings and drawings, though of a more generalised figurative character. Peter Griffin appears on Thursday (Terry Frost) again with large paintings and drawings of the figure, and Lucy Jones on Friday (Oliver Severn) with delicate drawings and rather flame-like riverscapes of the Thames at Waterloo and Westminster.

Next Monday, July 7, is the turn of John Cunniff (Phil Dougan) who uses photographic imagery and processes of all kinds for his socio-political, somewhat polemical installations. Next comes Sarah Craddock (Albert Fryn) with rather light and delicately expressive figure compositions, and Sarah Lee on Wednesday (Peter de Francia), again with paintings of the figure, heavily symbolic and severely expressionist in character. Thursday is shared by Sarah Shone and Aaron Kamin (Gillian Ayres, who stretched the rules by choosing two), showing large and vigorously decorative canvases, and small painted reliefs and drawings. Last of all, on Friday July 11, comes Alisdair Yule (Carole Hodgson), a sculptor who is to show tall free-standing tripod and quadruped figures, abstracted and specific images cobbled together of wood and plaster that have yet a strangely animated presence.



"Summer on Waterloo Bridge," by Lucy Jones, Friday's artist

Isserlis & Devoyon/Wigmore Hall

The Wigmore "Sunday morning coffee concerts" are a regular boon and splendid value: an hour's worth of serious music (without interval) before lunch, and then free sherry to encourage relaxed chat.

Shephen Isserlis and Pascal Devoyon offered a model programme all aural, with the Cello Sonata and the stately Theme & Variations for piano as their main dishes, and sweets-pieces as savouries and accompaniments. Nobody could serve those small occasional numbers more unpretentiously and sweetly than Isserlis, whose warm tone (he sticks to gut strings) answers perfectly to his singing style, not effusive but full of delicate feeling. He has made the Second Sonata very much his own; it is broader stuff—though nothing like so grand and uncompromising as the First—and it gained substance from Devoyon's firm, muscular piano-playing. Perhaps the chuckling lift of the Finale was a little subdued, without the full sense of sunlight breaking through after the grave Andante.

The op. 73 Theme & Variations is a richly sober work, not at all showy and therefore rather neglected. (Faure composed it as a test-piece for Conservatoire students). Devoyon expounded it with thorough understanding and an unerring ear for Faure's side-stepping harmony. As with the Cello Sonata, all that was missed was an excess of light at the end: the last variation is a glowing benediction, and Devoyon's purposeful fingers made it unduly stern. About his command of the musical idiom, however, there could be no argument at all.

Henze & Knussen/Almeida

Friday's programme at the Almeida had already been shortened by two works, but the six premieres of one kind or another that remained still made for an over-extended and only intermittently rewarding evening. The concert was the second to be given by the Almeida Festival Players under the artistic sponsorship of Hans Werner Henze and Oliver Knussen. Knussen himself was represented by The Saxon Shore, two atmospheric movements compiled from his incidental music to David Rudkin's play of the same name, a tailoring job carried out with characteristic

fastidiousness. Henze's premiere was the first British performance of *Cherubino*, three miniatures for piano for which his publisher's most recent work list offers no date, but which presents the composer's recent style in persuasive keyboard terms. Of the remaining quartet of works, easily the most striking and accomplished was Peter Liebermann's *Feast Day*, whose instrumentation suggests a companion piece to Elliott Carter's Sonata for flute, oboe, cello and harpichord, and whose chaste, slightly wily lyricism evokes something of the same

American neo-Classical spirit. Geoffrey King's Sonata for two pianos was linguistically conservative but generated music of carefully controlled sweep and sonority. Over Marco Wengler's trio for viola, clarinet and piano, it is best to leave a discreet veil of silence, but the Symphony for harp, keyboard, and percussion by David Paul Graham overcame the handicap of its programme note to suggest a composer with some striking structural and expressive ideas at its command, even if they were not consistently realised in this score.

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Arts Guide. June 27-July 3. Opera and Ballet. LONDON: Royal Opera House, Covent Garden: A long-awaited new production of Fidelio marks Colin Davis's final appearance as Royal Opera chief conductor. This production, by Andrei Serban, the cast is led by Elizabeth Connell, James King, Hartmut Welker, and Gwynne Howell. (20 1088). English National Opera, Coliseum: Last two performances of the season - Donizetti's *Mary Stuart* with Faith Elliott in the title role, and the company's beautiful modern reworking of Dvorak's *Rusalka*. (33 1161). Royal Opera House, Covent Garden: The Royal Ballet has a varied programme. (240 1058). Coliseum: Dutch Theatre of Harlem season opens on Tuesday until July 12. (338 3161). PARIS: Die Zauberköche in Marcel Blüwal's production tries to show the shaft of optimism shining through the complexity and contradictions of Mozart's work which combines philosophical depth with the burlesque of the *Opéra Comique* (432 8806 11). Salommo alternates with Don Quixote in Rudolf Nureyev's choreography and production adding a playful element of *Commedia dell'Arte* and a lovers' intrigue to the original opera created by Petipa in 1869 to music by Minkus. Paris Opera (4305022). Mozart Festival - Don Giovanni is co-produced by the Orchestre de Paris.

Wham/Wembley Stadium

Antony Thorncroft

At Wembley Stadium on Saturday night, in front of 80,000 people (well, mainly pubescent girls), an unshaven 22-year-old millionaire, George Michael, finally managed to shake off "Mr Ridgley," an old school chum who, for four years, had attached himself to Michael, and as well as being more handsome, had the confidence to appear in public holding a bass guitar. It was the end of Wham, the most successful British band in years, but hardly the end of Michael or of Andrew Ridgley who may well prosper now he has escaped the constant bear hugs and the condescension of the bigger talent. For there is no grudging Michael's talent—as a songwriter and as a fantasist.

Most rock stars satisfy the fantasies of young girls. Watching Michael, you can't help but feel he acts out his own fantasies; he struts and postures, thrusts and persues, exposing an inch of armpit, winking at the camera—like all Stadium concerts the show can only really be seen through giant screens.

LIFT 1987

Antony Thorncroft

Another London International Festival of Theatre is planned for 1987—and it should be the biggest ever. The founders, Rose de Wend Fenton and Lucy Neal are making a drive to attract commercial sponsors; they hope these will contribute £100,000 to match similar sums from the Arts Council, The Richmond Scheme and the Visual Arts Unit will also subsidise what is the UK's only opportunity to see numerous theatrical performances from companies based outside the UK and, in particular, from Third World countries. The major attraction next year will be six weeks' worth of performances by Peter Brook's company in *The Mahabharata*. Another £100,000 in sponsorship is required to ensure the appearance of this Indian epic, which is performed either a 10-hour version or in three parts. LIFT is hoping to stage it in a redundant tobacco warehouse in the London Docklands district and the RSC will co-sponsor the occasion. It will be played in English and, later, it will tour the world. The three-week Festival will cost £20,000 to stage, plus the extra costs incurred with *Mahabharata*. To help ensure that it will go ahead, Geoffrey Howard-Spink, who runs a successful advertising agency, has become director of the Festival with the task of raising sponsorship. Lord Gowers has agreed to be chairman. He hopes that his company, Sotheby's, will be one of the supporters. IBM is also expected to help the venture.

Saleroom/Antony Thorncroft

Milkmaid sets a record

Dr Francis Springell escaped to England from his native Prague in 1938, settled in the Lake District, and founded a local factory which supplied the allied armies with tins of food. He also collected Old Master drawings, 103 of these were sold at Sotheby's yesterday for £1,855,744. The top price was £341,000 paid by the London dealer Y. Tan Bunzi for a Rembrandt pen and ink drawing of an artist at work in his studio. It is dated to the late 1620's. But perhaps even more remarkable was the £220,000 which secured for Baskett & Day, another London dealer, a Gainsborough study of a lady wearing a straw milkmaid's bonnet. Drawn between 1765-70 in Bath, it is regarded as one of the artist's finest efforts. The price was a record for a Gainsborough drawing. Christ being nailed to the cross, by Durer, sold for £165,000, while a self-portrait by Hans Schaufelein, dated to around 1510, proved somewhat disappointing at £132,000. In contrast, studies of a girl's head and of a kitten by Watteau doubled their estimate. They went for £128,500 to the London dealer Ward Jackson. Tunick of New York bought two sketches by Van Dyck for £90,200, while Morton Morris of London was the successful buyer of the second earliest sketch of Windsor Castle, made in 1568 by Joris Hoefnagel. In the afternoon session 20 watercolours by the artist Titian Lussieri made for the Earl of Elgin in the early 18th century came under the hammer, and fetched very high prices. A view of Naples sold for £253,000, as against an estimate of only £10,000-£15,000; and a panorama of Palermo made £107,500, against a £50,000 top estimate. Another view of Naples went for £101,200. The drawings were sold by the present Lord Elgin. Most of the work by Lussieri for the Elgins was lost in a shipwreck, and these sketches were bought later by the family. Twenty sold for £1,239,150. Christie's had its own auction record yesterday—the £27,600 paid for a 17th-century Sevres dinner service. It was a record price for any dinner service. This one had been ordered by King Louis Philippe of France, and was made between 1835 and 1842. It is decorated with floral medallions and is known as the Salvandy service after the Minister for Education of the day, the Comte de Salvandy, who presented it to the King. The previous record price had been set by Christie's exactly two months ago—£219,459 for the 380-piece Chintese service from the Nanjing wreck. In contrast, the Chartres-Forth service ordered in 1782 by the duc d'Orleans, "Citoyen Egalite," was unsold at £130,000.





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SEMICONDUCTOR INDUSTRY PREPARES ANTI-DUMPING COMPLAINT

EEC chip makers accuse Japan

BY TIM DICKSON IN BRUSSELS

EUROPE'S semiconductor industry is preparing an anti-dumping complaint against Japanese exporters. It claims that the European industry is suffering as a result of unfair pricing by some Japanese companies.

(Electrically Programmable Read-Only Memories). It added: "Over a considerable period, European manufacturers have suffered significant injury as a result of these pricing levels."

stage that people should know that the action is going ahead." European observers, meanwhile, will be anxiously awaiting the outcome of the Washington negotiations which had to be concluded last night if an anti-dumping action on Eprams brought by National Semiconductor, Intel and Advanced Micro Devices is to be suspended at the end of the month.

Long negotiating sessions on Saturday and Sunday failed to achieve a widely anticipated agreement between the two countries in the long-running dispute. US semiconductor manufacturers have claimed that they are shut out of the \$6bn Japanese chip market by non-tariff trade barriers.

Thatcher reiterates stance on sanctions

By Peter Riddell, Political Editor, in London

BRITAIN and other EEC countries should not threaten sanctions against South Africa if they want to see dialogue within the country, Mrs Margaret Thatcher, the UK Prime Minister, said yesterday.

Facing renewed criticism from opposition parties ahead of a scheduled statement today in the House of Commons, Mrs Thatcher said sanctions would be damaging and would get the wrong reaction from the South African Government and the threat of them would also not work.

Meanwhile the heated divisions within the Conservative Party on the issue surfaced with strong attacks by the Tory right on a proposal that leaders of Conservatives for Fundamental Change in South Africa might meet members of the ANC if they visit Lusaka during July.

Mr Dennis Worrall, South Africa's Ambassador to London, told a Commons Foreign Affairs Select Committee that ministers in Pretoria had several times admitted that the release of Mr Mandela would be in the best interests of the country, writes Stephanie Gray.

While the government felt able to handle the practical effects of Mr Mandela's release, its justification to the white electorate was another matter, Mr Worrall said.

Midland Bank unveils plans to establish discount house

BY DAVID LASCELLES, BANKING CORRESPONDENT, IN LONDON

MIDLAND BANK yesterday unveiled plans for one of its subsidiaries to become a discount house - a specialised bank which trades in the short-term money markets.

Midland hopes that once the new operation has built up a healthy track record it will be accorded official discount house status by the Bank of England. This could occur in October 1988, at which time the central bank will be reviewing the operation of the gilt-edged market two years after the Big Bang deregulation of London financial markets.

tionally acted as a channel between the Bank of England and the commercial banks and their independence has been key to the efficient operation of the money markets. Because of this, Midland has had to assure the central bank that its new operation will operate separately from its own treasury. It will form part of Greenwell Montagu Gilt-Edged, which is being separately capitalised at £25m (\$38m), with more available if needed.

Cossiga pressed for early decision

BY ALAN FRIEDMAN IN MILAN

THE CHAIRMAN of Confindustria, the Italian employers' association, called yesterday for a speedy resolution of the Government crisis in Rome.

The appeal came as President Francesco Cossiga began a two-day round of consultations aimed at resolving the crisis which began on Friday when Mr Bettino Craxi, the Socialist Prime Minister, submitted his resignation.

in office, but only by giving an explicit commitment to step down later this year. Mr Craxi shows no likelihood of agreeing to such a deal and will probably be seeking a mandate to reshuffle the Cabinet and carry on without having to declare in public when he might step aside and make way for a Christian Democrat prime minister.

Opec unable to agree on new quotas

Continued from Page 1

second quarter, and to settle at \$15 in the medium-term. In Brioni, the statements by chief delegates of Iraq, Iran and the United Arab Emirates, the three countries posing the biggest obstacles to adoption of a revised sharing system, gave little reason for hope that Dr Subroto would be any more successful than he was in Geneva two months ago.

produce more and could pump up to 2m b/d. Mr Qassem Taki, Iraq's Minister of Oil, reaffirmed Baghdad's insistence on no less than 13.1 per cent of any Opec total - a proportion which apparently is not open to negotiation.

jective of \$17 to \$19 per barrel which the majority of nine or 10 - the position of Gabon is still confused - had set as their aim for the end of 1986. These ministers reflected the intensity of the opposition determined to raise barrel revenues through production curbs.

The UAE, he said, would observe such a rate only if others abided by their quotas, but if they exceeded their amounts it would feel free to

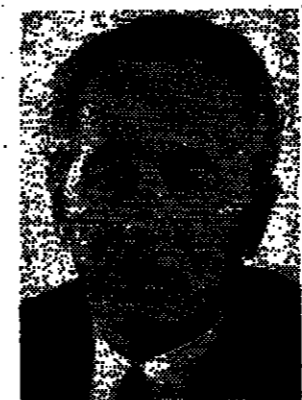
Nor did it mention the price objective of \$17 to \$19 per barrel which the majority of nine or 10 - the position of Gabon is still confused - had set as their aim for the end of 1986. These ministers reflected the intensity of the opposition determined to raise barrel revenues through production curbs.

By yesterday, "We just have to lick the stamps now," said an official. The final decision will be taken by Mr Jacques Delors, the Commission president Mr Peter Sutherland and Mr Stanley Clinton Davis, respectively the commissioners for competition and transport.

Strike call over detentions, Page 3

Both Mr Sutherland and Mr Clinton Davis commented after the failure of yesterday's meeting that they were "disappointed."

Lynton McLain in London writes: Britain is prepared to compromise with its EEC partners on its insistence on more liberalisation of aviation. Mr Michael Spicer, parliamentary undersecretary for Transport said yesterday.



Peres evades Shin Bet clash

By Andrew Whitley in Tel Aviv

MR SHIMON PERES, Israel's Prime Minister, last night stepped back from an all-out political confrontation with Israel's right-wing Likud, as the coalition National Unity Government faced a barrage of no-confidence motions in Parliament.

Answering five no-confidence motions in the Knesset, or Parliament, Mr Peres angrily denied left-wing charges that the resignation of the Shin-Bet chief - and his subsequent pardon in connection with the 1984 deaths of two Arab terrorists was a political manipulation or trick.

The Prime Minister said he personally was prepared to be investigated over the affair. But he refused to resign the position which some of his Labour ministerial colleagues have directed a Mr Yitzhak Shamir, the Likud leader and Foreign Minister suspected of participating in a cover-up of the Shin-Bet's actions.

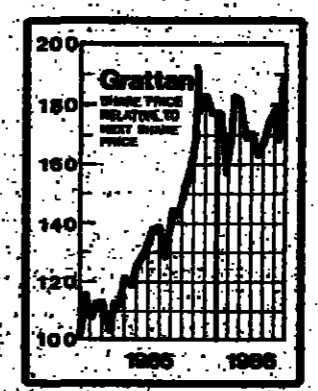
Meanwhile in the Supreme Court, the Government faced five separate petitions challenging the legality of President Chaim Herzog's pardons to the Shin Bet officials involved in the cover-up. The petitions, submitted by lawyers acting privately, also demand a full investigation of the entire affair.

A fierce debate was underway in the Knesset last night as Likud accused Labour of trying to undermine the coalition Government and break their rotation agreement whereby Mr Shamir will take over as Prime Minister in October.

But the no-confidence motions seemed most unlikely to succeed, and the threatened large-scale revolt within Labour and its coalition partners among the small left-wing parties appeared to be fizzling out.

THE LEX COLUMN Occluded view of Mercury

Japan's struggle with the upside-down J-curve is so far not producing much consolation for the US Treasury. A rising yen must be expected to create still more embarrassing trade surpluses before it begins to choke off exports.



Now that the four parts of Mercury International Group have become one, shareholders may be expecting profit announcements comparable to, perhaps, three pages and disclosing all the information with which Morgan Grenfell has now spoiled the market.

transparently not responsible for any of the increased distribution. MIG can also argue that the part of its business exposed to Big Bang is well under half, though a sustained bear market would clobber much of the rest.

Working on what was available, though, the market decided that the figures, showing post-tax and transfer profits on a pro-forma basis up from £84.1m to £59.3m, were good and the shares cheap, pushing them up 38p to 65p.

Midland - sorry, Greenwell Montagu - is not going to get immediate access to the Bank of England's discount window. Like other newcomers to this part of the money markets, Midland will have to show a couple of years' good behaviour before it can hope for the full privileges of the existing houses.

The court has yet to consider the substance of the petitions. However, in an initial victory for the state, the judges accepted the Attorney-General's Submission that President Herzog be removed from the list of respondents.

Next/Grattan It was only a matter of time before the concept retailers discovered mail-order. A computer database that measures large ladies and tiny men is presumably the closest thing a clothes retailer can achieve, this side of *Acute* couture. No doubt the likes of Marks

And any notion that the new discount deal will be able to queue up at the discount window on behalf of its parent bank would be well wide of the mark.

Tender spot To mislay one application is a misfortune, no doubt, but to lose track of 20 million looks rather like carelessness. Quite how Lloyd's Bank failed to count nearly 15 per cent of Morgan Grenfell's tender will probably remain a mystery.

Mr Yusuf Harish successfully argued that the President was immune from a court summons and could not be answerable to the charges being brought.

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World Weather

Table with columns for location, temperature, and weather conditions.

EEC ministers split on air fares

(which includes many non-Community member nations). The Commission wants airlines to set fare tariffs individually and has proposed zones of discount fares in which there would be free competition. Its policy includes a ban on official intervention in relations between airlines flying the same route in a pool until the capacity share of one airline slips to 25 per cent.

Advertisement for Sheraton hotels in Europe, featuring a large image of a hotel building and text describing the service.

Handwritten note: 'Jeff's file'

SECTION III  
FINANCIAL TIMES SURVEY

# NISSAN

IN THE

# NORTHEAST

Questions still hang over the impact that Nissan's new car plant in Washington, UK, will have on the region's economic problems and the British motor industry.

## Facing an uphill struggle

By Kenneth Gooding and Nick Garnett

NISSAN'S INVESTMENT in Britain is a far cry from the major scheme first proposed by the Japanese group in 1981. The original idea was to set up a factory to produce 200,000 cars a year by 1986, with a high European content, and creating 30,000 jobs in the process.

But this was too big and adventurous a project for some senior Nissan executives—including the late Mr Katsuji Kawamata, the then chairman—and some members of Nissan's union, to contemplate.

The protectionism which forced the group to look at the prospects for a European venture spread to the US, Nissan's major market, and it decided its first major car production scheme in the west should be there.

The UK has to make do with an assembly plant to make 24,000 cars a year from kits imported from Japan. There are dozens of similar projects operating throughout the world and at first sight Nissan seems to be making a great deal of fuss about very little.

But there are good reasons why the Nissan project should be taken very seriously indeed

even if at this stage it is more of a political gesture and public relations exercise—aimed at reducing protectionist sentiment against Japanese car imports to western Europe—than a credible business venture. It is reasonable to expect that Nissan, second-largest of the Japanese vehicle groups, will move to a second phase of the UK project and be producing 100,000 cars a year by 1991, using components mainly sourced from the UK or other Common Market countries.

That should lift the number employed directly at the factory at Washington, Tyne and Wear, from about 500 to 2,700 and provide, according to Department of Trade and Industry estimates, a net 6,000 jobs to Britain.

So the prospect of winning a major car plant for the 1990s and possibly attracting several "satellite" component operations created much excitement in Britain's depressed development areas when Nissan announced in February 1984 it would go ahead with its scaled-down initial phase.

And winning the Nissan project was a coup for the job-starved North-East. It was seen not only as a provider of employment but also as a morale booster for hard-pressed regional development officers and a magnet for other Japanese production companies.

However, the catastrophic and seemingly unstoppable shrinkage of the North-East's manufacturing base dwarfs Nissan's tiny net contribution to jobs.

In the past three months alone some 7,000 redundancies in a dozen companies have been announced, more than double the new jobs Nissan will provide even if it goes ahead with phase two.

Despite some of the country's best developable land, a clean environment and good communications, the region's unhealthy dependence on older industries and its 20 per cent unemployment generate some of Britain's most serious, if hidden, social problems.

The North of England Development Council, the principal agency in the North-East involved in luring inward investment, has been using Nissan's presence in the region to target more Far Eastern and in particular Japanese companies. In this it has had some success.

Since Nissan announced its intentions in 1984, half a dozen Japanese companies, mainly in manufacturing, have set up close by or are about to do so. These include Komatsu which will assemble excavators at a former Caterpillar plant at Birtley, transformer manufacturer Tabuchi Electrical and Ikeda Hoover producing car

seats and interior trim for Nissan.

The 13 Japanese companies in the North-East which together employ about 1,600 include tyre-maker Sumitomo at the former Dunlop plant in Washington and NSK Bearings, the longest-established Japanese company. NSK's workforce of 350 is expected to rise to 580 in the next few years.

This influx of Japanese companies has provided a spark of light in the region's economic gloom. So too has the success of Newcastle's Metro light railway system and big new retailing developments which include Britain's largest out of town shopping centre at Gateshead.

The success of this investment drive needs to be heavily qualified though given the chronically poor state of investment in the other English regions. In the North-East it has also been accompanied by a calamitous decline in traditional manufacturing that has blighted a large part of Teesside and Tyneside.

More than 146,000 manufacturing jobs—one third of the manufacturing workforce—have been lost since 1977, according to last year's North of England County Council's state of the region report which in-



Glenn Copus

cludes Cumbria as well as the North-East.

Ten years ago there were 31,000 jobs in shipbuilding in the North-East alone, but this will soon be down to little more than 7,000 with a question mark still hanging over many more. Employment in the steel industry has tumbled from 22,000 to fewer than 8,000 and the workforce at the coal pits has been cut in half to 16,000.

Teesside absorbed more investment in the 1960s and early 1970s than any other UK region but most of this went into big capital projects. The region's inherent weakness in small business development, expenditure on innovation and entrepreneurship remained largely untouched within the North-East's branch plant economy.

Nissan is good news for the North-East but it represents a very small step to a very hard-pressed region. It also offers jobs largely for the relatively young and able, not for the older and more traditionally trained people which the indigenous industries are continuing to shed in large numbers.

And some people question whether the arrival of Nissan is such a good thing for the UK motor industry.

Ford, one of the most outspoken critics of the project, claims that for every job created by Nissan in Britain, two will be lost at other UK car-making facilities.

Ford argues that Nissan has been offered terms much more favourable than those applying to existing manufacturers in Britain.

It has also been able to choose a site with no existing factory on it, to take maximum grants, made a special deal with the union and will employ a young workforce, keeping pension payments at a very low level for 15 years. None of this is available to Ford, General Motors-Vauxhall, Austin Rover or Peugeot-Talbot.

Ford calculates that these advantages will enable Nissan to build a car for £330 to £350 less than an equivalent model from its UK rivals.

Ford has been urging the European Commission to monitor Japanese car assembly in the Community countries to ensure that the vehicles have a domestic content of at least 80 per cent—measured by weight of the finished car.

This would ensure that the Japanese produced engines, transmissions and axles in Europe, thus creating new jobs.

The government believed a substantial Japanese presence could have a dynamic effect on the UK motor industry. Ministers believed that the project as originally conceived would introduce the latest Japanese car production technology, then acknowledged to be the best in the world, and management methods.

Knowhow would be injected into the motor components sector, making it better equipped to compete internationally.

The Nissan plant was to have exported half its output while pushing back imports.

In the event, the UK industry has been putting its own house in order: improving productivity, making rapid strides in quality and reliability, and browbeating any component suppliers reluctant to keep pace.

And if — or when — Nissan moves to the second phase of its UK project, the Washington factory might prove to be an embarrassment for the Government of the day because Britain is dangerously close to having too many "domestic" manufacturers fighting for market share.

Apart from Austin Rover, Ford, GM-Vauxhall, Peugeot-Talbot and Nissan, by that time Honda will be having "British" cars built for its UK dealer network by Austin Rover.

However, there seems little doubt that Nissan will move into phase two of the Washington project once it has come to grips with more pressing problems elsewhere. The rise of the yen is making its exports, particularly to the US, look much less profitable and Nissan is engaged in a tremendous struggle to regain market share in Japan.

The convulsions being caused by these important, long-term strategic considerations do not completely overshadow the UK project, however.

Nissan knows it faces an uphill struggle. Its other European ventures have been far from successful. The joint project with Alfa Romeo in Italy — another politically-motivated scheme — has collapsed. In Spain, where Nissan was forced by the government to take over Motor Iberica (or quit), losses have been considerable.

But there would seem to be no going back in the UK. Phase one makes no economic sense and Nissan surely could not contemplate the loss of face involved in withdrawal. So Phase two seems likely to go ahead on schedule.

### The Nissan project

Location:	Washington, Sunderland Borough, Tyne and Wear.	
Land area:	800 acres (297 acres of which have been purchased and an option is held on the remaining 503 acres).	
	Phase I	Phase II
Production model:	Small passenger car: Bluebird	
Production capacity:	24,000 units/year	100,000 units/year
Production start-up:	mid-1986	1990
Employees:	400-500	2,700
Investment:	£50m	£300m

NISSAN and the UK Government agreed in February, 1984, that the Japanese group would build a car plant in Britain. In March, Nissan announced that from eight potential sites it has chosen Washington, Tyne and Wear, as the site.

Volume production of the new Nissan Bluebird saloon (from kits supplied from Japan) begins at the new facility next week.

The project consists of two phases. A decision whether the second phase will go ahead will be made by Nissan

in 1987 "on the basis of its commercial judgment in the light of its experience in operating the plant under Phase One."

The outline is indicated in the chart above. Nissan says it wishes to use as many European-produced parts as possible under Phase One. In the next phase it has agreed to start with 60 per cent European content, measured by ex-factory value, building to 80 per cent by mid-1991.

Under Phase Two a substantial level of export is also expected.

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Best wishes for success

## Mutual Prosperity — Working Together for Success

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NISSAN 2

Project History

Born out of politics and strife

TWO OLD MEN have had a profound effect on the history of Nissan's project in Britain. The first is Octav Botnar, now in his 70s, who since 1970 has built sales of Nissan cars in the UK from 1,500 a year to more than 100,000. One of the project's greatest advocates, Botnar claims he was instrumental in getting Nissan to consider the UK venture in the first place.

But implacably opposed to the venture from the moment it was first mooted was the second old man, the venerable Katsuji Kawamata, who was 75 before he retired from the chairmanship of Nissan last year.

Kawamata, who died recently, was worried that his grandchildren might have to carry the stigma of being related to a man who built a monstrous, unprofitable, "white elephant" of a plant in Britain.

It seemed in January 1981 that Kawamata had been outmanoeuvred by the then Nissan president, Takashi Ishihara, because the group announced with a fanfare at a conference in London that it had started a feasibility study for a 200,000-cars-a-year factory in Britain, costing up to £300m and employing nearly 5,000.

International politics played as much a part in the decision as internecine warfare within the Nissan management. The success of the Japanese car builders with their low-cost vehicles had encouraged the growth of protectionism in those Western countries with their own major motor industries which employed up to 10 per cent of the manufacturing workforces.

In 1975, the UK obtained a "voluntary" agreement restricting shipments of vehicles from Japan which was at first supposed to be a short-term measure to allow British Leyland to recover from its financial collapse.

By the end of the 1970s it was clear that the "voluntary" agreement was set to become a permanent fact of life in the UK. At the same time Mrs Thatcher's government was making special efforts to encourage inward investment to the UK from overseas organisations of all sorts.

The Nissan project, as first outlined, seemed a tremendous coup. However, the news was not received enthusiastically by British Leyland, which that very week had been promised a further £90m of state money on top of the £1bn it already had received.

To say the least it was surprising to find the UK government offering financial assistance to a major competitor after investing so much in its own company.

For, if the original Nissan scheme had gone ahead, the Japanese group's new factory would have been pouring out 200,000 cars by 1984, selling at least half of them in the UK on top of imports from Japan and undermining the state-owned British group's recovery programme.

The rest of the European motor industry seemed more sanguine at the time. Nissan promised that from the start at least 60 per cent of the content (measured by ex-factory value) of its UK cars would be sourced from Europe, rising quickly to 80 per cent.

The European carmakers felt they had little to fear from Japanese companies producing vehicles in Europe. That would put the Japanese on a much more equal footing.

The arguments within Nissan continued during the feasibility study stage, which dragged on and on. Unlike its arch-rival Toyota, Nissan was not making enough profits in the usually lucrative Japanese domestic market to pay for all its grand investment plans abroad.

It was losing Japanese market share to Toyota and these aggressive upstarts Honda, Mazda and Mitsubishi.

Its management was sorely stretched, attempting to put into operation other expansion projects in Mexico, Australia, Italy, Spain, India, the Philippines, Taiwan and the US.

Worst of all, protectionism was rearing its ugly head in the US, Nissan's major export market and the one where it earned most of its profits.

The circumstances favoured Kawamata and the head of Nissan's union, Ichiro Shioji, who wanted the British project scaled down so that Nissan could concentrate on the US. They won the day and Nissan announced it would produce cars in the US at a factory originally put up to assemble light commercial vehicles.

However, it would have been too great a loss of face for Nissan to have shelved the UK project completely. But, instead of a plant to manufacture 200,000 cars a year, Britain got an assembly plant for 24,000 kits.

Botnar, the importer, was extremely disappointed. But he still hopes to live to see the day when Nissan will be a major carmaker in Britain with a mar-

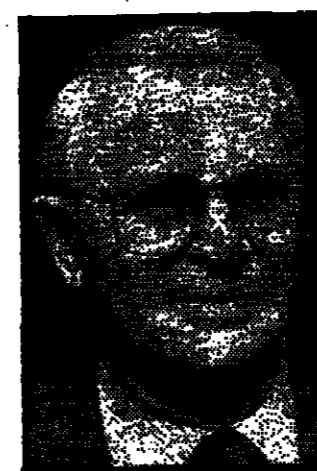
ket share of at least 10 per cent and substantial exports to other parts of the Common Market.

He is so sure that Nissan will move to the second phase of its current UK project, and the production of 100,000 cars a year with a high European component content, that he has been taking extraordinary measures to strengthen his dealer network to handle the bigger market share.

Many of the small, family-owned Nissan outlets have left the franchise to be replaced by larger, corporate-owned groups. Nissan UK, the import company, has a budget of £100m for its own dealer development programme which involves providing finance and carefully chosen sites to successful car salesmen wanting to set up on their own account.

The speed at which Botnar is pushing through the changes has upset some of his dealers, particularly those who unwillingly have had to give up the franchise.

Botnar has agreed to sell his highly-profitable company (in the year to July 31 last it made a taxable profit of £31m on sales worth £496m) to Nissan—but only if the Japanese group decides to go ahead with the second stage of the UK project. Nissan has joined with Mitsui,



Octav Botnar (left) was an early advocate of the Nissan agreement, signed by Norman Tebbit, then Trade Secretary and Takashi Ishihara, the Japanese chairman

a major Japanese trading house, to negotiate for the UK import company. Botnar is willing to sell a minority stake (perhaps 26 per cent) as soon as an announcement about the second phase is made and the rest when the first fully-manufactured cars come off the lines.

That announcement was expected by many to come in March this year during a visit to Europe by Nissan's new president, Yutaka Kume. In return for Nissan bringing forward the decision, the UK Government was expected to give Nissan something in return—at the very least allowing the UK-assembled cars to count as British rather than imported

vehicles. However, Nissan ran into more troubles as the Yen rose to something nearer its real worth against the US dollar: both the US and Japanese car markets weakened and demand in export markets in the Middle East and China declined sharply.

Kume stayed at home to help cope. In the UK the government was involved in a shambles over the sale of parts of British Leyland to General Motors and Ford and this spring was not a good moment to announce concessions of any sort to a foreign vehicles producer.

Botnar hopes that the second-phase announcement will come soon after Nissan's annual meeting this month. Nissan can do nothing else but go ahead, he argues.

There are other pointers. To start with, Ishihara, the project's great proponent, is now Nissan's chairman. And the man put in charge of day-to-day operations of the British scheme is Toshiaki Tsuchiya, at 57 the youngest manufacturing man on the Nissan board.

Tsuchiya gained his reputation by building the Miura assembly lines at the Murayama plant near Tokyo where he took automation further than anyone else had dared to go.

Kenneth Gooding

We congratulate the People of Great Britain and Nissan Motors on this momentous occasion.

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Long slogs for design chief

The working day for design and engineering director SHIGEKI MIYAJIMA stretches up to 14 1/2 hours

THE DIRECTOR for product design and engineering at Washington is a little different from the other four Japanese directors (including the managing director) who have been key figures in the plant's development. For one thing Mr Shigeki Miyajima has a Scottish wife. For another he obtained an MSc in international marketing at Strathclyde University.

Mr Miyajima does share many traits with his Japanese colleagues — including a very broad-based training and a willingness to work hours many British managers would find unacceptable.

The 44-year-old mechanical engineer heads a department of 30 who are responsible, among other functions, for handling all the technical and product design information passing between Japan and Washington and for dealing with potential UK component suppliers whose products must all be eventually evaluated in Japan.

Mr Miyajima works very long hours. Winding up to commercial production at Washington, his typical working day at the plant stretches from 8 am to 10.30 pm with not infrequent visits to the plant on Saturdays.

At least he could get home to his modern detached house at nearby Chester-le-Street in Durham to watch some of the late-night World Cup soccer games.

"There are many minor differences between Japanese ways of working and those in Britain," says Mr Miyajima, speaking in the big open plan product design and engineering office where everyone, including himself, sits at the same type of rather plain functional work-desk.

"Some of the mentality is different. The attitude to working. It appears to me that for my British colleagues their families are very important. They are to us too, of course, but the British show this in practice by needing to spend more time with them."

"Generally speaking I'm satisfied with my British colleagues. In comparison with staff in other parts of Europe they work harder and longer and have a lot of enthusiasm."

Mr Miyajima is critical of the narrowness of training of British engineers though appreciative of their depth of knowledge within their specialist disciplines. His department has just over 20 engineers, all relatively young graduates.

He demonstrates the breadth of training experienced by the majority of senior Japanese production personnel. A mechanical engineering graduate from Tokyo, Mr Miyajima has also had a stint at the University of California in Los Angeles studying multi-national companies.

As a 27-year-old he was in Mexico helping to set up Nissan Mexico. He was also in Belgium 13 years ago, to help set up a liaison office for Nissan, adding French to his command of Spanish and English.

He came to Washington from the Nissan Technical Centre at Atsugi and is likely to be in England for another three to four years.

Much of the work surrounding the delicate subject of achieving the local content commitments given by Nissan to the British Government is falling into the lap of Mr Miyajima. But he still has time to enjoy the attractions of living in the far north of England.

Like so many Japanese managers in the north-east Mr Miyajima has found the immediate friendliness of local people easy to live with. One of his and his wife Nora's three children is at Durham High School, the other two are too young for school.

He plays golf at the village of Boldon, one of the former mining villages that make up the new town of Washington, and at the sweeping course behind the George Washington Hotel near the plant. He does not seem to be as fanatical about golf as many of the Japanese however.

Instead, he says he would rather spend his weekends with the family, one great love being the day trips over the Pennines to the Lake District in Cumbria. "That place is so beautiful," he says.

Nick Garnett

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NISSAN 3

The North East

# Other Japanese companies follow

THERE IS a joke going the rounds that Nissan should be receiving commission for attracting investment to the North East. Since the car company announced its decision to come to Washington another seven Japanese companies have followed, bringing the total in the region to 13, among them Komatsu, the world's number two in earth-moving equipment.

Might the North East be on the road to emulating the achievement of Scotland, where success has bred success, and weaknesses in the economy have started to assume less and less prominence?

Most local industrialists and economists are more cautious. They have learned that one swallow has yet to make a summer. "We have to run around hard here to stay on the spot," says one. "In the North it seems you take one step forward, only to take 10 steps back," says another.

While any boost to employment prospects is more than welcome, the economy suffers from fundamental weaknesses, built up over decades, weaknesses which require equally fundamental solutions.

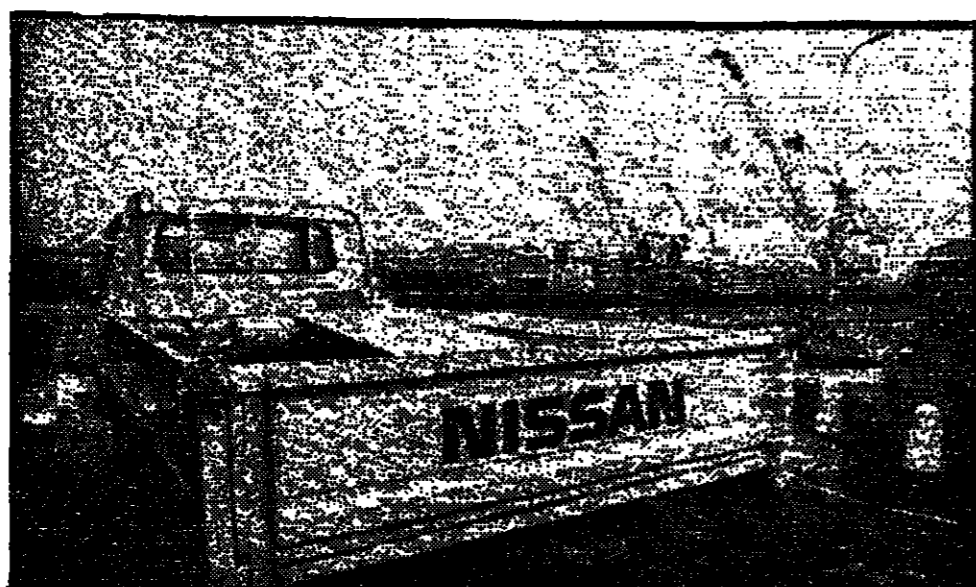
Part of the problem, according to Dr Fred Robinson, senior research associate at Newcastle University's Centre for Urban and Regional Development Studies, has been the "branch factory syndrome," with 75 per cent of the region's productive capacity subject to external control.

"These plants, brought here in the heyday of regional policy to occupy the prairie-style industrial estates built during the 1960s and early 1970s, are isolated from the company's main operation.

Often they manufacture only one or two products, and have no research and development facilities. When those products become out of date, instead of plant being upgraded, the factory is closed.

"These branches are seen as distant outposts which head off research and development overseas consider to be expendable."

The closure, announced last month, of TI Machine Tools' factory at Blyth near Newcastle, with the loss of 440 jobs and concentration of the company's output at its Coventry plant, provides a vivid example of this "retrenchment back to



Nissan could bring jobs that have been lost in the rundown of shipyards

base," he says.

The absence of higher level management also means that branch factories do not identify with the local community," says Mr Danny Sharpe, of the DTI's regional office, in Newcastle. "NEI is about the only very large indigenous manufacturing company in the North East. When it closed part of its operations on South Tyneside, it helped get a new enterprise agency off the ground."

The lack of demand for financial services, a growth sector in other regions, is another symptom of the branch factory economy.

"But we could not afford to be choosy. It was extremely helpful to have branch factories, particularly as traditional industries were rundown. Without them, the employment situation would be catastrophic," Mr Sharpe says.

"Catastrophic" or not, jobs in what were the region's traditional industries have been cut dramatically over the past 10 years. In the coal industry they have fallen from 22,000 to 13,000, in shipbuilding from 31,000 to under 8,000 and in steel from 28,900 to 7,400. The public sector remains a major employer, with between 11,000 and 12,000 working at the DHSS benefits complex in Newcastle alone.

The North Easterner's long-

standing reliance on one of the region's monolithic employers has tended to stifle his entrepreneurial spirit, with the number of small firms created well below the national average. In the North last year, there was a 3 per cent increase in self-employment. In the country as a whole, the figure was 5 per cent.

The region also has a higher level than the national average in manual work, over those in scientific, technical, professional or managerial occupations, further explaining the slow growth in small businesses.

There have been encouraging signs, nevertheless, of a gradual broadening of the region's economic base. In Northumberland, for example, 5,000 are now employed in pharmaceuticals, while across the region, electronics companies employ 16,000. Since 1979 North-East companies have received £35m under the government's Support for Innovation scheme.

In Newcastle, a technology centre seeks to bridge the gap between industry and academia, while a regional innovation centre helps investors develop their ideas into marketable products. The Mountjoy Research Centre, on Durham University's science campus, conceived initially as a centre for materials science, has been

partly designed to support the university's scientific community and elevate its importance in attempting to regenerate the North East's economy.

Sector working parties, each with representatives from a dozen leading companies in the region, and academics have been set up by the North of England Development Council, in conjunction with the DTI to improve the region's response to technological change.

On the banks of the River Tyne, the Britannia enterprise zone includes an ocean technology development area and a CAD/CAM training, manufacturing and service complex. A central computer complex offers computer facilities and expertise to firms nearby.

According to Mr Paul Grovener, responsible for inward investment from the far east at the North of England Development Council, the main agency promoting the region abroad: "There are quite a number of major investments by electronics companies in the pipeline, but they place a very high priority on cheap, clean sites."

The government is now taking steps to improve the environment of the region, aware that its areas of deindustrialisation might deter investment by these new industries. Departments such as Environment,

Employment and Trade and Industry are working in tandem on the Newcastle and Gateshead City Action Team, the Cleveland Co-ordinating Team and Middlesbrough Task Force.

In another, perhaps more radical, move to reclaim industrial wasteland for new industry, local authorities, trade unions, private industry, the CBI and churches joined together last month in the Cleveland Initiative. This development company, which hopes to attract private and public investment into the area, has already identified 18 derelict sites to be reclaimed and provided with services.

This work would require £50m and create 13,000 jobs. A further £50m each year for the next 10 years could reduce Cleveland's unemployment rate to the national level.

Pressure is growing within the region, nevertheless, for all such initiatives to be broadened and co-ordinated under one agency, a one-stop-shop to provide potential investors with a package of land, premises and financial assistance.

The Northern Development Company (NDC) has the backing of the CBI, the TUC, all but a handful of the region's local authorities, and Northern Investors Group, which offers equity finance to North-East companies. It has presented a paper to Trade and Industry Minister Mr Paul Channon for discussion in cabinet.

According to Mr Jim Gardner, NDC's secretary: "The need for a single voice really came home to us following our success with Nissan. When the company announced its intention to come to the UK, all areas with land which could be suitable promoted themselves. But in the North East local authorities agreed to drop out if Nissan favoured any one site."

"Our immediate aim is to encourage inward investment and economic development, but in the longer term, the NDC would hope to be involved in the community in a more general way, in environmental improvement, for example. We would hope to pull together all the region's resources, to promote inward investment and foster indigenous industry."

Alastair Guild

It was a great boost to Wearside when the Japanese car giant, Nissan chose Sunderland as the site for its first U.K. car plant.

That's some recommendation, but it's not only large international companies who can take advantage of the benefits on offer to employers in Sunderland. The special package of assistance to industry put together by Sunderland Borough Council is intended to help companies of all sizes, whether large, medium or small and no matter if they're new to the area or already established.

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## SUNDERLAND'S OK BY NISSAN

...and a good many others too!



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- 1980 — First Blaupunkt full stereo car radio cassette combination with micro-computer and digital tuning.
- 1983 — First Blaupunkt car radio with station identification and speech emission goes into production.
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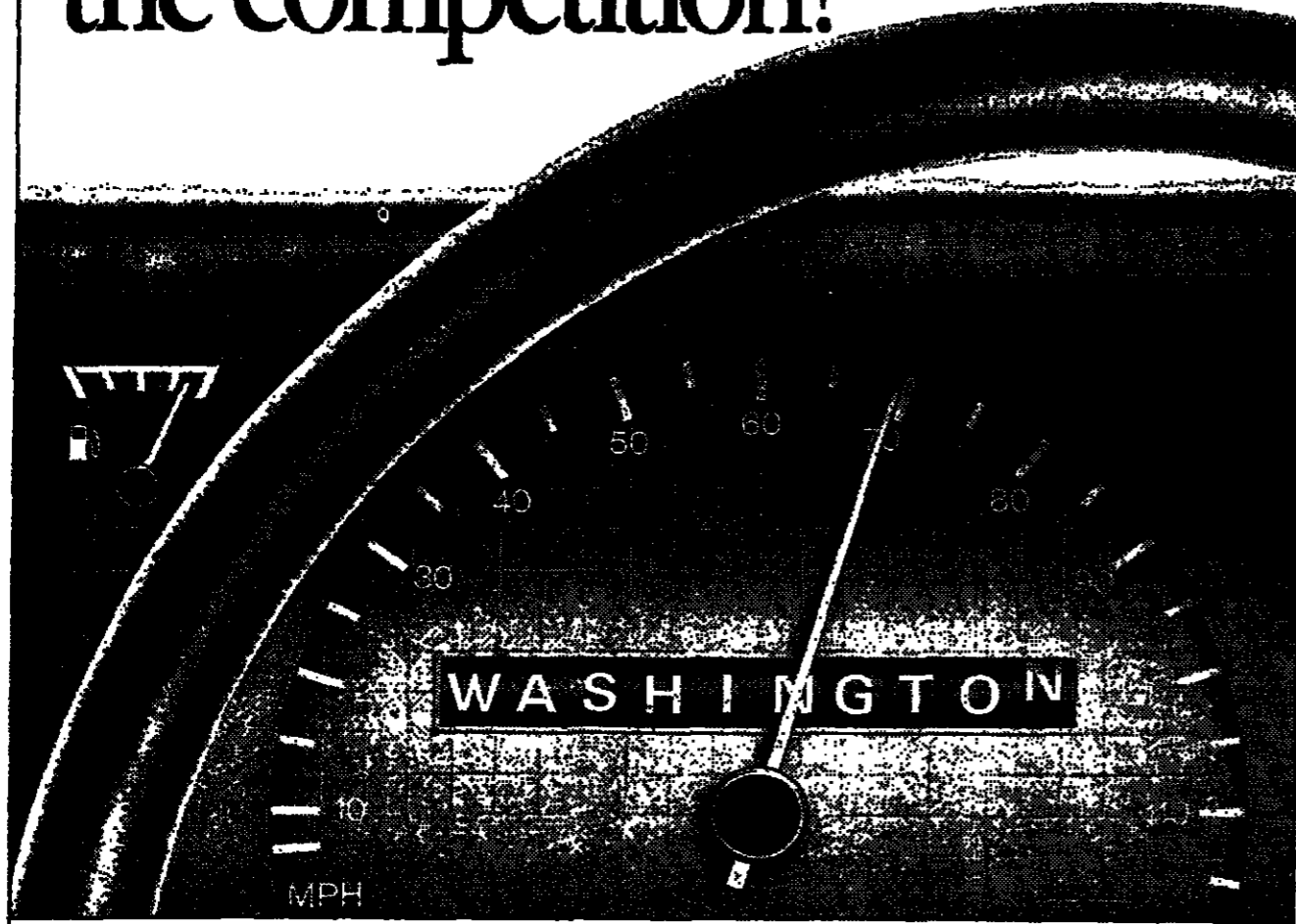
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NISSAN 4

# In the race for foreign investment, who overtook the competition?



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Labour

## Ground broken by union deal

ONE SPHERE in which Nissan has broken new ground in the UK motor industry is labour relations. The framework of bargaining rights, pay systems, the role of the shop-floor supervisor and the practice of yearly appraisal for every employee, distinguishes the company from other vehicle manufacturers.

Nissan's single-union agreement with the Amalgamated Engineering Union is similar to those negotiated by Japanese electronics companies operating in the UK but unique in the British car industry.

The agreement, whereby the AEU is the sole recognised union for everyone up to senior engineer level, gives union officials no right to enter the plant let alone negotiate there. Officials may involve themselves in labour issues at Nissan only if they are invited to do so by members of the company council.

The council, which currently has 15 members, is the only discussion and bargaining body. Eight members are elected from occupational or departmental constituencies within the plant and a further six members are nominated from management. Elected members need not belong to the union.

In January the council agreed a 6 per cent pay settlement. Mr Joe Cellini, regional official of the AEU responsible for Nissan employees, was "asked by members of the shop-floor management and simply told about the agreement."

But the AEU, which secured Nissan recognition in competition with the Transport and General Workers Union and the General, Municipal, Boilermakers and Allied Trades Union, is the ratifying agency for agreements negotiated in the council.

The agreement with the AEU is a "no strike" deal in all but name, though it has one final let-out or "safety valve." It includes a commitment that problems will be resolved internally whenever possible.

If internal negotiation fails the agreement provides for conciliation by the Advisory, Conciliation and Arbitration Service (ACAS) and ultimately pendulum arbitration in which the arbitrator has to accept either the management or the shop-floor position in the suits which come before

him. During this whole process, the agreement effectively debars any form of industrial action. But the final stage—pendulum arbitration—is not compulsory. Indeed, both sides have to agree to arbitration before the company can go down this road. This obviously leaves the option of industrial action.

The shop-floor personnel structure is simple. Direct production workers are divided into two groups—manufacturing workers and technicians. Each small group of shop-floor workers has a team-leader and above them are 22 supervisors—one for maintenance and the others for manufacturing. Phase Two manufacturing would involve the introduction of people to be known as senior supervisors.

Job descriptions are deliberately left vague and there is a strong overall commitment to job flexibility and mobility, though this would involve a lot of extra training for Phase Two.

Nissan has a young workforce. Almost everyone below manager level is under 40. So, too, are many of the managers. Mr Brian Carolin, personnel manager and a former organisation analyst at Ford, is just 28. The average age of production workers is 25.

The pay structure is also simple; but, perhaps uniquely in the UK motor industry, it provides for increases, within specified bandings, based on individual performance.

Workers in the lowest grade of manufacturing staff earn £7,000 to £9,650. Technicians earn £9,000-£9,500 with team



Trainees on the polishing line.

leaders on £9,500 to £11,400. The banding for supervisors ranges from £12,500 to a maximum of £15,600. Senior engineers start at about £16,000 and receive lease cars from the company.

Production workers who were put through verbal, numeracy and reasoning tests were selected by team leaders and supervisors—set by the personnel department under Mr Peter Wickens, personnel director and a former British Gas and Ford senior manager.

The supervisors themselves were selected after tests devised by occupational psychologists. None of the manufacturing staff had any prior experience of vehicle-building but six of the supervisors were recruited from the motor industry. Already one supervisor has been promoted to engineer and one team leader to supervisor.

The job of supervisor is much closer to the Japanese model than that of the traditional British foreman. The supervisor exerts a great deal of control

over job times within parameters set by production engineers; he also acts as a kind of counsellor for the production workers under him and is responsible for appraisal.

Japanese factories in Europe have tended to be much closer in concept to indigenous companies than the more innovative Japanese plants in the US. It has yet to be seen whether the Nissan appraisal system will come to mean as much in practice as it does in Honda's car-assembly operation in the US.

But Nissan does believe in a considerable amount of equality at its UK plant. Hours of work, holidays (25 working days a year), overtime premiums, pensions and sickness pay are the same for everyone. After one year's service a worker is entitled to one year's full pay during a long illness, with an insurance scheme that provides half pay after that. The factory has so far had less than 1 per cent absenteeism.

Nick Garnett

## Pyramid of control

MANAGEMENT STRUCTURE is as clearly delineated and free from top-heavy classification as the shop-floor workers. A main factor in decision-making is the inclusion of people from a wider range of departments than is common in most European car factories.

The plant has one managing director—Mr Toshitaki Tsuchiya, former boss of Nissan's Tochigi plant in Japan, under whom are seven directors. Four of them are Japanese, responsible for design, production, engineering, finance and quality control. The three more outward-

facing jobs that involve managing resources and people are in the hands of British directors. Mr Ian Gibson, a former Ford manager, heads purchasing and production control; Mr Peter Wickens is in charge of personnel and labour relations; and Mr John Cusnaghan heads production.

Each of the British directors has a senior Japanese "adviser" acting as go-between with Japanese component and equipment suppliers and with Nissan in Japan. These are among the 20 or so semi-permanent Japanese executives.

Below this level, the management structure begins to look like that of a Western car plant. There are 17 managers, all British, spread across the three departments of production, engineering, and administration.

Then there is a tier of senior supervisors (to be appointed under Phase Two), senior engineers, and senior controllers in administration all with equal status. Below this level, in the three departments respectively, are supervisors, engineers and controllers.

Nick Garnett

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Equipment

# Obedience ethic rules suppliers

PRODUCTION equipment at Washington comprises nothing revolutionary in car assembly techniques though the plant uses some that are unique in the UK.

"It is a sound facility that has been well installed, the most modern of its type but not the most highly automated," says Mr John O'Shughan, director of production and former manufacturing manager at Austin Rover's Cowley factory.

The production layout was designed in Japan and the tooling decisions taken and purchasing carried out by Nissan in Tokyo and by Nissan Machine Tool.

The plant—which is not dissimilar to though smaller than Nissan's factory at Smyrna, Tennessee—was laid out by Japanese engineers while Nissan Machine Tool installed the jigs and robots.

The plant represents a co-operative effort by the Japanese and British equipment suppliers. Some nine main British contractors supplied equipment, mainly assembly "tracks", conveyor systems and paint-shop plant.

About £25m of the £50m overall project cost was spent on factory equipment. Of this, says Nissan, about 70 per cent was spent in the UK, and most of

the rest in Japan. A sizeable proportion of the UK content, however, was accounted for by equipment made in Japan by associate companies of the UK suppliers. For example, Haden King supplied the main overhead conveyor for the paint shop, but the related floor system was manufactured by NKC of Japan with which Haden King has a technical agreement.

Nissan insisted on, and in some cases arranged for, a Japanese partner for most of the UK contractors. In general, the UK contractors found Nissan pretty demanding to deal with and pricing was fiercely competitive given Nissan's relatively low capital budget.

Japanese companies are used to dealing with suppliers who are fairly subservient to the purchaser. "Obedience" is a key word in Japanese industry.

This concept can obviously prove difficult in Britain, where contractual relationships are somewhat different. This tended to manifest itself in tetchiness between Nissan and some suppliers where Nissan set the performance criteria for the supplier to meet those criteria within the agreed price.

One supplier complained that Nissan changed the specifications

but still expected to buy the equipment at the original price.

Even so, Nissan has been pleased with the equipment and with the attitude of most of the UK manufacturers. The only significant problem that had to be overcome, says Nissan, was in the UK engineers to understand the logic involved in the Japanese software for the robots. The robots were supplied by Fanuc of Japan, and, for the welding processes, by Nissan itself.

The factory is spacious, with wide aisles and the Japanese style rest areas, one for each group under the 22 supervisors, with comfortable seats, tea-making facilities and blackboards where quality issues, production schedules and training plans are discussed with chalk-written diagrams and figures.

Electronic "scoreboards" giving read-outs of the daily production target and the actual output figure hang from the roof. The layout has been designed so that workers carry out most of their tasks at a height of 1.5 metres.

The plant has been so designed that under Phase Two the manufacturing, paint shop and assembly lines could remain as they are, even if they had to be expanded. But the

body shop would be dismantled and replaced.

Among the UK contractors, Babcock Fata secured a £2.7m order for the body, assembly and final trim facility, including overhead and floor conveyor systems and a type of monorail handler.

Inco installed much of the equipment in the body shop while other conveyor suppliers included Transair. Suppliers to the paint shop included Flak and Ektamair with Binks Bullows providing painting equipment and Devil Bliss the autospray facilities. The French company Sciaky was also an equipment supplier.

The main assembly track is known as the Lager Line, derived from the Japanese tiger and the British lion.

An unusual feature — which is in use on at least one other car assembly line in the UK motor industry — is the removal of all four doors from the painted body before it reaches the final trim line.

The doors are taken off by a "manipulator" and moved by conveyor to a part of the plant where the doors can be trimmed and fitted into an independent power source to check the window lifts and central locking devices. A computer ensures

that the doors are returned to the bodies from which they taken.

A feature that is probably unique in Britain — though not as some other car-producing countries — is the body-tilting facility which allows easier access for the assembly workers on the line.

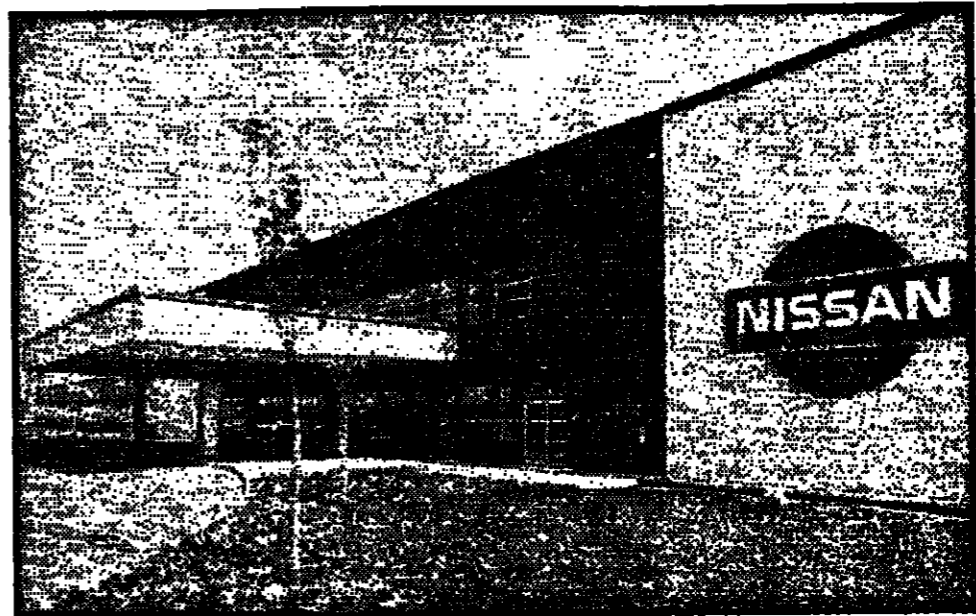
At three locations in the plant each car is tilted to a different angle in relation to the work station.

At one point its front end is raised by 30 degrees so that components can be fitted more easily into the engine bay. The car is also tilted on to its side to make the fitting of suspension components and brake pipes less arduous while at a third location it is tilted the other way for underbody wax treatment.

There is nothing remarkable about the steel-framed production and office structure, nor the paint shop connected to it by an undercover system.

But he also puts the plant's physical characteristics into perspective. "Our success here depends on attitudes rather than the type of facility we have," he says.

Nick Garnett



## Fast-track construction

THE NEW assembly plant and office building on the former Sunderland Airport site shares many design features with Nissan's factory at Smyrna, Tennessee, though the finish and outer cladding of the UK building is of much lower specification.

Civil engineering companies bidding for the contract were told that if they expected to construct a building as expensive as that in Tennessee they were barking up the wrong tree. Out of a final list of four

companies, Sir Robert McA Alpine won the £22m contract to design and manage the project. Negotiations and discussions throughout were conducted by McA Alpine solely with Japanese engineers.

Excavations began in October 1984 and the buildings were ready by December 1985. This was preceded by just six weeks lead time for design work.

The relatively small complex of two storeys is made up of 54,000 sq metres production space, 6,000 sq metres of administration offices and a 20,000 sq metres paint shop. There are also three miles of road on the 297-acre site.

Nick Garnett



About 70 per cent of the cost of factory equipment was spent in the UK

### Local Industry

## Few can meet stiff standards

COMPETITION between British component suppliers for Nissan contracts has been understandably intense. The Japanese company's decision to locate in Washington provided a potential lifeline for an industry otherwise facing massive overcapacity.

Within a month of Nissan's announcement 1,000 companies approached Washington Development Corporation alone. Yet it soon became clear that few of these could hope to meet Nissan's procurement requirements.

Car component manufacturers in the North East had, it would seem, the greatest difficulty in convincing the Japanese company that they could comply with its tight specifications. Of the 27 British manufacturers announced last month to supply parts for the first Bluebird cars to be produced at the plant, only three have a presence in the region, and all with some Japanese involvement.

A joint venture formed last year between Boda and Hoover Universal will supply seats; Sumitomo, which took over Dunlop's factory has a contract for tyres; while next door to the Nissan plant, TX, in a joint venture with Nixon, will make exhausts.

There are three possible explanations for the poor showing of local companies. Many were unaware, to start with, of the ways of Japanese industry. Now local Chambers of Trade are inviting Nissan to talk to their members about what the company expects from its suppliers.

The prospects were further limited by the absence of any local tradition of car manufacturing, according to Dr Ian Smith, of Newcastle University, who has made a close study of the car component industry.

Mr Ian Gibson, Nissan UK's purchasing director, says: "We haven't ruled out North East suppliers. Perhaps if we go to the next phase, there might be a stronger inclination on their part to invest more in plant and machinery to secure more orders."

Wherever feasible, Nissan will work with manufacturers to help them build up to the company's rigid specifications. Development work is already proceeding with six UK companies, two of them in Newton Aycliffe. Jonas Woodhead, which makes suspension springs and Falkent Engineering, producing suspension arms, are "one or two steps away" from signing contracts.

Nissan is also viewing the possibilities of sourcing from non motor industry specialist companies in the region. It is in discussion with 30 local, mainly general engineering and press work companies, and says it would help with the cost of any necessary retooling.

Some local authorities, such as South Tyneside and Sunderland Borough Councils, say they too could help local companies re-equip and train young people for the new skills required. Mrs Janet Smith, Sunderland's industrial development officer, hopes that some of the retraining provided by British Shipbuilders Enterprises will be directed towards improving prospects for employment in Nissan and other companies servicing Nissan.

Washington Development Corporation says it has been approached by several companies thinking of setting up near Nissan should Phase II proceed. It has 300 acres of serviced industrial land, some of it with advanced facilities, within sight of the Nissan plant.

The corporation is preparing for the future in other ways, talking to Nissan about the sorts of skills that young people need to learn now to meet the company's needs when there is growth in employment.

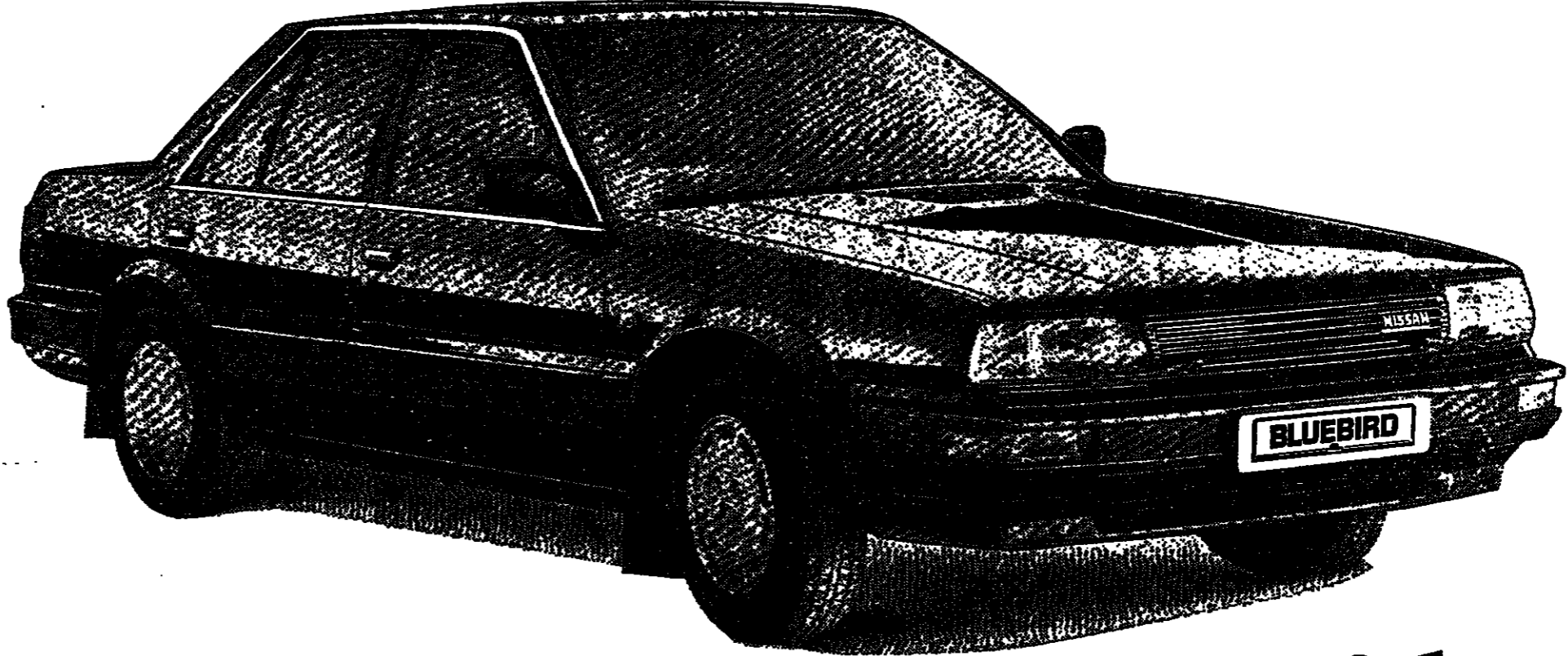
Tyne and Wear County Council also had an eye for the potential employment opportunities presented by businesses moving in to supply Nissan, when it spent over £5m on the acquisition and preparation of Boldon Business Park on the A19, seven miles from Newcastle and five miles from Sunderland, and Hadrian Business Park, close to the A166.

According to Dr Smith, there is the risk that the north east might benefit at the expense of areas such as the West Midlands. If Nissan makes inroads into the market share of UK car manufacturers such as British Leyland, there is a real possibility that car component manufacturers would relocate here from other unemployment blackspots, he says.

In contrast, Nissan has been able to meet most of its service requirements from within the region, with maintenance and catering services, general supplies, tools, office furniture and carpets all being supplied locally.

Alastair Guild

## The Nissan Bluebird



# There's no comparison with any car ever built in Britain.

The world's most advanced car factory is commencing operation. It cost £50m to build. It employs technology that's way ahead. Even by Japanese standards.

And it's here in Britain to produce a car that, within its class, has no comparison. The new British-built Nissan Bluebird saloons.

### No comparison for comfort.

When it comes to comfort, the Nissan Bluebird is literally inches ahead. Sit in the luxuriously upholstered seats and you'll find that, unlike some other cars, your head's not a hair's breadth from the roof. The Bluebird offers more front headroom than either Ford Sierra or Vauxhall Cavalier. You'll also discover more inches to the foot, with more front leg-room than the Sierra, Cavalier or Montego. We also go to greater lengths to ensure you're sitting comfortably. Every Bluebird features contoured front seats with proper lumbar and thigh support.

### No comparison for luxury.

Here again, we're better equipped to make a few claims. Who else offers power-assisted steering\*, 5-speed gear-box, tinted glass and rear seat-belts as standard? On the SGX, there's a heated driver's seat, central door-locking, electric windows front and rear, illuminated driver's door-lock and

an advanced 4-speaker stereo/cassette system. On the Turbo ZX, you'll find 3-way adjustable suspension and electrically controlled lumbar and lateral support for the driver's seat.

### No comparison for pleasurable driving.

Multi-adjustable seats, tilt adjustable steering and electrically operated door mirrors\* make it easy to achieve the perfect driving position. Thanks to the lively performance from a choice of 1.6, 1.8, 2.0, turbo and diesel engines, with suspension specially designed for British roads, driving is both effortless and rewarding. Even when negotiating tight spaces. A smaller turning circle than the Sierra, Cavalier or Montego means the Bluebird rurs circles round all three. Fuel bills are tightened too. There's a 13.2 gallon tank that, in the 1.6 can take you nearly 600 miles at cruising speeds.

### No comparison for quality and reliability.

Every car manufacturer will promise reliability. With a Nissan Bluebird, it's guaranteed. The Bluebird will be the first British-built car to carry a 6-year anti-corrosion warranty plus a 3-year or 100,000 mile mechanical warranty (the equivalent in fact of going 4 times round the world without a worry). Unlike the competition, who can charge over £200 for their more limited warranties, ours is free. Because at every stage of design and production, manufacture is geared to durability. Consequently, over the last 15 years, warranty claims have averaged under £5 per car, a fraction of some competitor's costs and proof that your Bluebird will be a pleasure to own, not a source of frustration or inconvenience.

### The Bluebird. In a class above its price.

When you consider the Bluebird's level of comfort, luxury and equipment, there's really no other car in its class that comes near. However, there's one important comparison we welcome you to make. The price. Starting at just £26,699, you'll find the comparison extremely favourable. Right now they're starting to build Nissan Bluebird saloons at the new Nissan UK car plant. So ask to see all 24 Bluebird saloons, hatchbacks and estates at your local Nissan dealer now.

There's no comparison.



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\*EXCEPT 1.6 GOVERNMENT FUEL FIGURES: MPG (LITRES PER 100KM) URBAN 28.0 (9.9) CONDUANT 34.0 (8.2) HIGHWAY 44.0 (6.8) COMB 33.2 (8.5) PRICES CORRECT AT PRESS DATE. DELIVERY, NUMBER PLATES & ROAD FUND LICENCE EXTRA. NISSAN UK LTD, NISSAN HOUSE, WORTHING, SUSSEX BN13 3HD, TEL: 0903768561.

## NISSAN 6

## Component Suppliers

## Bluebirds becoming British

WHEN THE first full-production Nissan Bluebirds roll off the line at the Washington plant in the next few days, each will include parts from 27 UK component suppliers.

They will account for about 20 per cent of the cars' content. More components from UK and other European suppliers are undergoing appraisal and testing. It will not be too long, suggests Mr Ian Gibson, Nissan UK director of purchasing and production control, before the "local" content of the Washington cars is pushed up to 40 per cent.

Drive-shafts and suspension parts are some of the latest items under consideration for substitution, thus shrinking the value of the kits imported from Japan from which the Washington Bluebirds are being built.

Existing UK suppliers include Pilkington Glass, through its Triplex subsidiary, which is providing all glass; NP Ecko of Southend (instrument panels and bumper mouldings); Lucas Electrical (alternators and batteries) and BTR (steel wheels).

Some 60 per cent of the tyres are coming from the nearby SP Tyres (formerly Dunlop) plant now owned by Sumitomo of Japan. The contract is worth £1.25m in a full year, involving the supply of 72,000 tyres at Washington's planned 24,000

cars-a-year initial "phase one" assembly rate.

That represents only about 5 per cent of output at the Washington tyre plant, where 480 are employed. So with productivity increasing at the rate of about 15 per cent a year, Nissan's presence will have no beneficial impact on employment.

But the tyre company makes clear that provided Nissan does move to phase two and production of more than 100,000 cars a year, regarded as a near certainty, the "help wanted" advertisements would start being placed, although the company is not prepared to forecast numbers.

The expected commitment to phase two, likely to be made public next year, would necessarily involve Nissan in further increases in the production of components sourced within Europe.

Under the heads of agreement with the UK Government, the production of 100,000 cars a year would require at least 60 per cent European content initially, rising to 80 per cent as quickly as possible.

The extent to which Nissan would employ UK components in the initial assembly phase, in which all cars produced are counted as imports and thus involving no formal commitment to using British parts, has been seen from an early stage as something of a litmus test will be our own vehicle.

of the capabilities of the UK components industry.

Certainly Nissan's UK subsidiary has been painstakingly thorough in assessing their quality and reliability. Sample orders by Nissan led to trials lasting many months before being converted to production-line contracts. But Mr Gibson has been anxious to lay at rest any notion that the UK components industry — or at least part of it — is not capable of making the grade.

The successful suppliers admit privately that they have had to work hard to meet Nissan's standards. But the consolation is that, contrary to usual European practice of putting out business to tender each time a model change is made, Nissan intends that the component makers with whom it is doing business should be long-term suppliers.

The approach is a challenging one for suppliers, as it will require them to do their own design and development of components rather than merely making them to Nissan's specification.

Mr Gibson makes clear that the Washington-built Bluebirds are not simply clones of their Japan-built counterparts, and will diverge even further to the extent where, presuming full manufacturing goes ahead, "the car eventually produced as something of a litmus test will be our own vehicle."

Japanese and Washington models already diverge in minor ways, and there will be steady further development of the Washington cars as typical European-style products, he stresses.

One of the "myths" about what Nissan would require of its suppliers has already been dispelled; namely that anyone wishing to supply would have to set up a satellite production facility at Washington to allow for the well-known Japanese "just-in-time" component delivery procedures.

If a supplier was adding capacity specifically for Nissan, then it would make sense to site a plant nearby but no such instance has been made. The incentive to set up satellite plants, would be greater under phase two production.

Another fear which has not yet materialised is a flood of Japanese component suppliers setting up around Washington, squeezing out indigenous UK companies.

The component makers are coming in, but via joint ventures with UK concerns. These include TT Silencers and Nihon, producing the cars' exhaust systems, Hoover Universal and Ikeda Bussan (seats and headlinings) and Kanto Seiki (supplying tooling to NP Ecko for the instrument fascias).

John Griffiths



A Japanese worker on the Nissan assembly line in Washington

## UK Motor Industry

## Aiming for the magic 10%

EXACTLY 106,517 Nissan cars were registered in Britain last year. They represented a market share of 5.76 per cent for Nissan UK, the privately-owned company run by Mr Octav Botnar which imports Nissan cars to Britain.

The share was down slightly on 1984's 6.08 per cent. And this was despite the fact that towards the end of last year, Nissan UK actually pre-registered several thousand cars which at the time did not have final owners.

It did so in order to ensure that its 1985 allocation under the Anglo-Japanese gentlemen's agreement, restricting Japanese imports to 11 per cent of the market, would not be cut.

Yet if the Nissan manufacturing operation at Washington is to be the long-term success that its Japanese parent hopes, then it must be thinking about taking perhaps 10 per cent of the total UK market.

For while the Japanese producer has not yet formally committed itself to Phase Two at Washington, envisaging the manufacture of at least 100,000 units a year—and more likely closer to 150,000—by the early 1990s it envisages total success as being phase three, or up to 250,000 units a year.

Yet even at the 100,000 a year production level, Nissan would be likely to continue to import the existing number of models to which it is entitled, making at least 200,000 cars to be largely absorbed within a UK market currently running at an annual rate of around 1.84m units.

Given the current state of demand for Nissan's products, that would appear to present the company with a problem.

It is for that reason that Nissan UK is spending a claimed £100m on a dealer development scheme, under which it is buying new premises at sites seen as being able to generate high sales volumes, and leasing them to selected entrepreneurial types with start-up loans. Seventy such dealerships have been set up so far, and Nissan UK is still looking for more open points.

When existing dealerships are added, Nissan's total network will be established and smaller dealers, stands at about 370 outlets.

And Nissan UK is well aware that they must gain access to the business car market, which accounts for about half of all new car sales in the UK, if the goals are to be achieved.

Yet Mr Botnar and his colleagues, who expect one day to sell Nissan UK to the Japanese manufacturer — but who show no signs of being ready to do so yet — are perfectly aware that the fleet market is not about to be penetrated overnight.

A recent survey of UK company attitudes to Japanese cars carried out by the contract hire and leasing company, Harrod Drive, for example, indicated that about one-in-three of British companies place a positive embargo on Japanese cars being included in their fleets.

About 60 per cent of the respondents said that even the

Washington-built cars will be regarded as Japanese; the perhaps consoling aspect for Nissan being that many said their view might change if Nissan really did move to high volume manufacturing with a genuinely high level of UK or European components.

Nissan UK itself is quick to draw a distinction with the fleet market. "The word 'fleet' implies orders for hundreds or 1,000 at a time, and at this stage we simply couldn't cope," said a spokesman.

Instead, what the company has been doing this year is to train some 150 sales people so far, at individual dealerships, on selling to business users. It is also backing them up with literature, demonstrators' cars and other support.

And they are to stick Nissan's toes in the business car water with smaller companies, those running a dozen vehicles, in the belief that they can reach the decision-makers more easily. Another factor, says a Nissan UK spokesman, is that "this size of company also tends to be more willing to experiment".

There are said to be at least 300 demonstrator cars now being used by such companies on assessment exercises lasting several weeks or more.

Any major efforts to get into big fleets will wait until after phase 2 goes ahead. This is because "it's very difficult to get on a big company's approved list and it takes a long time. But once on, you can get into the situation where you get a phone call saying we want 200 Bluebirds next week."

Nissan UK professes itself "not to have been terribly surprised" by the survey, on the basis that there is no attempt to disguise the Washington Bluebirds' Japanese parentage.

In fact, the perceived qualities of Japanese cars, reliability and so on, are to be actively used by Nissan UK to sell the Bluebirds on the basis that "the plant in the North-East is committed to making them as well or better than the cars produced in Japan."

The big three volume makers, Ford, Austin Rover and Vauxhall/Opel, believe Nissan will have a very difficult time establishing a foothold in the business car sector, and that any Nissan gains therefore will be felt to a small degree across a wide spectrum of the market.

Another view, expressed by Mr Guy Bergued, managing director of Renault UK — also trying hard to increase its fleet sales, particularly with the just-launched 21 model — is that "it will be the current market leaders who will be the main targets and who will suffer most. They are the ones with the wide spectrum of customers, although we'll all have to adapt and be more constructive and competitive."

He adds: "It's a pity that European governments and manufacturers have not been able to control the Japanese setting up before there exists a true European motor industry and a policy for it..."

John Griffiths

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DOUGLAS

CAPABILITY IN CONSTRUCTION

Texas partnership bids for Panhandle Eastern

BY WILLIAM HALL IN NEW YORK

MR Cyril Wagner and Mr Jack E. Brown, two wealthy Texas oilmen, have made a \$2.2bn bid for Panhandle Eastern, the US natural gas pipeline group, which said last week that it had rejected a takeover approach from an unidentified third party.

Chicago Sun-Times sells for \$145m

By Paul Taylor in New York

MR ROBERT PAGE, president and publisher of the Chicago Sun-Times, and an investor group led by Adler & Shaykin, the New York-based management leveraged buy-out specialists, yesterday agreed to acquire the newspaper group from Mr Rupert Murdoch, the Australian-born media magnate, for \$145m.

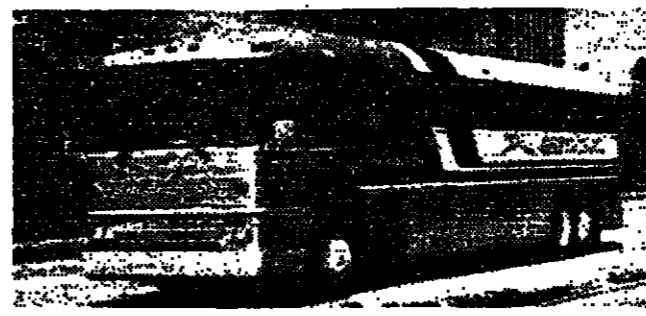
US TRANSPORT GROUP ISSUES TWIN ULTIMATUM

Greyhound bus may face final run

BY CHRIS CAMERON-JONES

THE GREYHOUND name may have disappeared from the US bus operating scene by the end of this year, after more than half a century of existence.

Mr Teets, in London to see the first day's trading of his company's shares on the London Stock Exchange, said that if further concessions could not be secured from the unions when their contract expired on October 31 and if the bus division looked unlikely to achieve a target of 15 per cent return on capital, the operations would be sold.



John Teets, Greyhound chairman

I could not get rid of them. It's 80 hours by bus: five by air.

The impact is clear from the statistics. Over 10 years the number of passengers carried has fallen from 65m to 33m. Since 1981 operating income has fallen from a peak of \$11.4m to a \$30.2m loss in 1983 before recovering to \$5.4m profit last year.

The recent upturn can be attributed to Mr Teets. The group is undergoing what he described as a major restructuring: "Greyhound today will not be what you see in two years. Some companies could be sold and companies acquired."

Mr Teets ruled out buying an airline such as the troubled People Express, now up for sale, as "jumping into the fire".

The most likely immediate step by the group, following its London share listing, would be to acquire a European manufacturing base for its consumer products, especially for Purax Industries, the soap products company acquired last year.

Mr Teets said of Europe: "We have not done a good job here at all. We have not been aggressive in our licensing or manufacturing programme."

Consideration is being given by Mr Teets to a year financial services side Greyhound will maintain extensive equipment leasing interests and hope for an eventual recovery in ship leasing after four years in depression.

The group also owns a small bank in London which it aims to promote to the small businessman and entrepreneur. "We see ourselves developing services for particular niches in different markets," Mr Teets said.

One such niche has been identified with the acquisition of two cruise ships, one of which, the Oceanic, is the world's eighth-largest cruise liner. In conjunction with Disney World in Orlando, Greyhound offers a cruise and a visit to Disneyland. It does not plan to enter the commercial cruise market.

In a separate diversification, two weeks ago the group acquired Aeroplex which has 85 gift shops around the US.

A regrouped Greyhound can, therefore, be expected, with or without the bus division. But while Mr Teets is around, it will not be wagging its tail if the return on capital is around 15 per cent. Last year, after writing off \$19.4m against alleged fraud discovered in its leasing side, it turned in net income of \$120m, or \$2.48 a share. This was \$5m down on the previous year and at 10 per cent return well short of the target.

UK investors yesterday gave Mr Teets' efforts at Greyhound a muted welcome, and the shares closed little changed on the day at 123p.

Daimler-Benz board expected to back management changes

BY JONATHAN CARR IN FRANKFURT

A COMPREHENSIVE plan to reorganise the top management structure of Daimler-Benz, West Germany's biggest industrial group in sales terms, is expected to be approved today by the company's supervisory board.

The scheme is designed to take account of Daimler's fast diversification into a broadly based high-technology concern from one previously concentrating very largely on vehicle building.

The key aim is to ensure optimal co-operation and technology transfer between the Daimler-Benz parent and its new acquisitions - MTU (engines), Dornier (aerospace) and AEG (electronics).

The Daimler "spending spree" since early 1984 has produced a group which this year will have sales of around DM 80bn (\$30bn) - clearly ahead of other big German concerns like Siemens (electronics) or Volkswagen (vehicles).

light, the plan will be publicly announced to shareholders at the annual meeting tomorrow by Mr Werner Breitschwerdt, Daimler's chief executive.

The scheme has been under intense debate within Daimler for months, and no details are being officially released ahead of the crucial supervisory board meeting.

However, it is believed that the executive board will be both revamped and enlarged and that a new committee, made up of key board members, will oversee co-ordination between group companies.

Up to now the executive board has had nine members (one of them a deputy) and has been organised along functional, not divisional, lines. So board members have responsibility for broad fields, such as production, sales, materials procurement and so on - but not for specific product groups.

Beech Aircraft lays off office staff

By Our Financial Staff

BEECH Aircraft, the loss-making light and business aircraft manufacturer owned by Raytheon of the US, yesterday announced that it was laying off about 100 white-collar employees in an effort to cut costs.

The cuts are to be made at Beech's headquarters at Wichita, Kansas. The company insisted that there would be no cuts at its factories elsewhere in the US. It also said there would be no effect on its current aircraft production.

The Starship, a highly innovative business aircraft with a lightweight graphite airframe and two rear-mounted turboprop engines which will sell at about \$3.5m, is expected to come to the market by the middle of next year.

Data General unveils restructuring plan

BY PAUL TAYLOR IN NEW YORK

DATA GENERAL, the US computer group which is in the midst of a corporate reorganisation designed to improve its results in the face of sluggish demand, yesterday unveiled a wide-ranging restructuring plan. This includes an expansion of the company's North American sales and engineering operations matched by a further reduction of its administration and support staff.

The actions will mean a \$3m charge in the group's third fiscal quarter which ended yesterday. The Westboro, Massachusetts-based group recently announced an additional \$6m charge in the latest quarter because of the closing of plants in Texas and Hong Kong and job cuts totalling 400. It said the latest action represented the final phases of its corporate restructuring begun a year ago.

The restructuring, which follows sharply lower quarterly earnings over the past 12 months, is designed to "improve worldwide operating efficiency, increase capacity utilisation, lower costs and improve sales."

Data General, which reported a sharp 76 per cent decline in net earnings in its fiscal second quarter ending March 31, said it planned to increase the number of North American sales, systems engineering and research and development jobs by 15 per cent to 20 per cent and to reduce administrative and support jobs by about 500. Data General employs 16,500 people.

It is also believed that the chief executives of the three recent acquisitions - namely Mr Heinz Dürr (AEG), Mr Hans Dinger (MTU) and Mr Johannes Schäffler (Dornier) - will all gain seats on the Daimler executive board. It is not clear whether this enlargement will happen immediately or step by step.

In another move a "structure committee" is expected to be set up with members including the chiefs of the three acquisitions - probably under the chairmanship of Mr Eduard Reuter, Daimler's finance director and a forceful proponent of the company's diversification strategy.

The supervisory board is in for changes too because of Daimler's diversification. After tomorrow's shareholders meeting Mr Marcus Bierich, Bosch chief executive, and Mr Heribald Nierger, finance chief of Siemens, will give up their posts on the supervisory board.

Strong first half for Club Méditerranée

By Our Financial Staff

STRONG TRADING in the US has helped to lift profits at Club Méditerranée, the French holidays group, by 22% per cent for the first six months of this year.

Turnover for the half year - ended April 1986 - totalled FF 2.7bn (\$38.5m) little changed on the year. But net profits have risen to FF 82m from the FF 67m of the first half of last year.

Club Med says profits rose strongly in the US despite the weakness of the dollar.

Club Med Inc, the US unit which is listed on Wall Street, increased net income from FF 17.9m to FF 20m. This company handles the group's North American and Asian operations.

But the main driving force behind the stringer group interim result has plainly been a reduction in losses - from FF 52m to FF 22.4m - among Club Med's low-season operations.

Kredietbank rights issue

By Tim Dickson in Brussels

KREDIETBANK, the third-largest of Belgium's commercial banks, has decided to press ahead with plans to launch a BFr 4bn (\$88.6m) rights issue.

Mr Jan Huyghebaert, chairman, revealed just over two weeks ago that the bank was considering such a move, which comes at a time when confidence in the Brussels stock market appears to be returning after its recent setback.

Kredietbank's issue - a one-for-eight at a price yet to be announced - follows similar capital-raising exercises by its two big rivals, Société Générale de Banque and Banque Bruxelles Lambert, in the last three months.

U.S. investment strategy...?

Careful stock selection is going to be crucial throughout the rest of the year; we believe the US market will remain volatile, and the trading range relatively narrow.

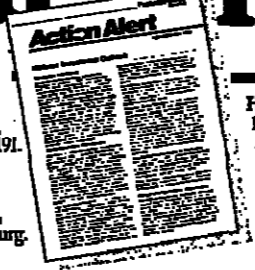
But with the near-term outlook still fundamentally bullish, we're staying mainly with the sectors we've been recommending over the past year. The expected drop in interest rates, cheaper gas and the US shift from European to domestic travel, lead us to watch the consumer sector, especially with U.S. investors focussing on tax reform.

And banks, insurance and financial service companies are well worth watching; as we believe they are unlikely to suffer major impact from the tax reforms.

Our forecast and our strategy are set out in detail in our Mid-Year Outlook, available now. Prepared by our New York analysts, it features ten US stocks which we believe have outstanding growth prospects.

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ROBECO GROUP



INTERNATIONAL COMPANIES and FINANCE

Imabari to acquire Koyo Dockyard

By Yoko Shibata in Tokyo
IMABARI SHIPBUILDING OF Japan has agreed the purchase of the financially troubled Koyo Dockyard...

Bond sets up trust to buy Castlemaine public houses

BY MARK WESTFIELD IN SYDNEY

BOND CORPORATION OF Perth ended months of speculation yesterday when it announced the creation of a A\$326m (US\$218.6m) trust to buy the 269 licensed public houses it acquired in the A\$1.1bn takeover of the Castlemaine Tooheys brewing group.

Australia is providing A\$73.5m bridging finance to GPI, controlled by Mr Brent Potts, the stockbroker. GPI plans soon to float 70 per cent of its holding.

Bond has already raised A\$150m by selling Castlemaine's 22 per cent of Britvic, the soft drinks maker, and its Coca-Cola bottling franchise.

Philippines seizes all shares in UCPB

By Samuel Senoren in Manila

A PHILIPPINE Government commission formed by President Corason Aquino to investigate private companies with links to deposed President Ferdinand Marcos and recover "ill-gotten" wealth yesterday seized all shares in the United Coconut Planters Bank (UCPB) on suspicion that it was owned by Mr Eduardo Cojuangco, a close business associate of Mr Marcos.

The seizure was effected during the annual shareholders' meeting. It came less than a week after Mrs Aquino gave the commission unprecedented powers to install its own directors in companies where it had sequestered shares.

UCPB is the Philippines' fifth largest private commercial bank with total assets of 13.2bn pesos (\$642.3m). It is the largest among private local banks in terms of capital, which stands at close to \$2m.

Ansett in NZ airline venture

BY DAI HAYWARD IN WELLINGTON

ANSETT AIRLINES OF Australia will be the leading partner in a new Zealand domestic airline which will operate between principal cities.

meat, which would allow an overseas company to own more than 24 per cent of a New Zealand airline. This is expected around mid-July.

some trade unions have objected to Ansett being allowed to establish a presence in New Zealand's air services.

Other partners will be Brierley Investments and the Newmans Group, New Zealand's largest travel and tourist operator.

A Brierley official said the company was entering the joint venture because of its investment and profit potential.

Last month Ansett and the Cook Islands Government signed an agreement allowing Ansett to fly into New Zealand under the colours and name of the Cook Islands.

Ansett will have 50 per cent of the new company, Brierley up to 30 per cent and Newmans up to 22.5 per cent. Approval for its launch has been given by the Commerce Commission.

At present Newmans uses Canadian-built De Havilland aircraft on its tourist resort routes but a faster aircraft will be needed for the main passenger routes.

UCPB is the Philippines' fifth largest private commercial bank with total assets of 13.2bn pesos (\$642.3m). It is the largest among private local banks in terms of capital, which stands at close to \$2m.

However, the yet unnamed airline cannot develop further until the passage of government legislation, now before Parliament.

Air New Zealand, the national flag carrier, has strongly opposed any moves to establish a new domestic airline, and

Last week the commission sequestered 43 per cent of the shares of the bank which were identified to belong to Mr Cojuangco and his group. Yesterday the remaining shares, which were supposed to be owned by coconut farmers, were also seized pending verification of their ownership.

Elders Resources may sell Kidston mine stake

BY KENNETH MARSTON, MINING EDITOR

ELDERS RESOURCES IS considering whether to sell its 15 per cent interest in Kidston Gold Mines, which runs the big open-pit Kidston mine in Queensland, current Australia's biggest gold producer.

A\$3.60 per share compared with a current level of about A\$6.

Mr Geoff Lord, managing director of the Elders IXL affiliate, said that a number of offers had been received for the Kidston holding.

A further 15 per cent of Kidston is held by the public while the remaining 70 per cent is in the hands of Canada's Placer Development group. Placer has put the holding, together with other Australian and Papua New Guinea gold interests, into a new subsidiary called Placer Pacific, a public offer of 21.4 per cent of which is being made.

A formal proposal to sell the holding to a number of buyers is understood to have been made by Elders and Co, the Sydney stockbroker. Elders Resources is believed to have bought its holding of 18.75m shares in Kidston at around

Kidston reached full production in April last year and declared its maiden quarterly dividend of 5 cents in October.

Reliance rights to fund \$1.6bn investments

By R. C. Murphy in Bombay

RELIANCE INDUSTRIES, the fast growing Indian company, plans a rights offer of convertible debentures to finance investments of Rs 20bn (\$1.6bn) in the next three years.

The issue, for an as yet unspecified amount, could turn out to be the largest rights issue made in India. The Government's recent decision to ban conversion into equity of apparently non-convertible debentures, which had halted a previous plan by the Reliance board.

The company had wanted to convert Rs 2.7bn of existing debentures into equity, in order to reward debenture holders and prepare the ground for larger debenture issues in the near future. Two years ago, it had converted similar debentures valued at Rs 700m into equity, using a clause in the company's capital issue guidelines.

Reliance policy is to reward shareholders handsomely, and it paid a 50 per cent dividend for 1985. As a result its shares are widely held among small investors. A football ground was hired for the annual meeting last year, but even this overflowed. The venue for the annual meeting last week was a circus ground.

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Advertisement for BankAmerica Overseas Finance Corporation N.V., offering Guaranteed Floating Rate Subordinated Capital Notes Due 1996, with interest rate of 7 1/8% per annum.

Advertisement for Elders Resources, detailing the company's mining operations and financial performance, including share price and investment plans.

Advertisement for The Princess Alice Hospice, providing information about their services and contact details.

Advertisement for Citicorp Overseas Finance Corporation N.V., offering U.S. \$100,000,000 Guaranteed Extendible Notes due July 18, 1994, with a coupon rate of 7.50%.

Advertisement for World Aerospace, featuring the text 'World Aerospace 26, 27 & 28 August 1986' and information about the Financial Times Conference Organisation.

Advertisement for Reliance rights to fund \$1.6bn investments, detailing the company's financial strategy and investment plans.

Large advertisement for 'Investment and joint venture in Yugoslavia', featuring logos for Generalexport, Iskra, Energoinvest, and RaDe Koncar, along with detailed descriptions of each company and a coupon for requesting more information.

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## INTL. COMPANIES & FINANCE

Adrian Dicks on an ambitious Finnish diversification programme

### Nokia boosts electronics side

NOKIA, FINLAND'S largest private sector company and largest industrial employer, is pushing aggressively outwards from its traditional activities and from its traditional financial base in one of Europe's smaller economies.

The company's objectives are nothing if not bold. It has set itself the goal of transforming a diverse spread of industrial interests into the financial springboard it needs to turn itself into a world-class electronics group. To this end, it is investing FM 1.5bn (\$291m)—about 13.5 per cent of last year's sales—in the current year, about one-third of it in research and development activities.

It is also adopting what is by Finnish standards a radical overhaul of its funding and financial structure, seeking a higher profile in the national capital markets and setting in motion a policy of tapping them regularly.

Nokia's origins lie in forest products, which it first started turning out in 1865 in the small, inland town from which it took its name. As recently as 1975, when the group's total sales stood at around FM 2bn—they are forecast to top FM 12bn in 1986—paper-related and chemical products still accounted for well over half. In the first four months of this year, the same main segment of Nokia's business accounted for only 22 per cent of its sales of FM 3.6bn.

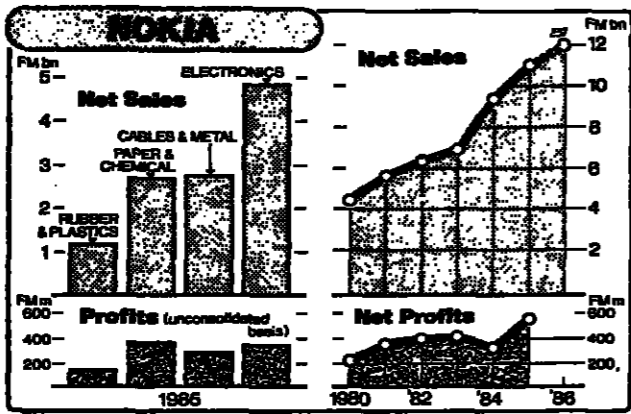
Forest products have become concentrated into a single main area, soft tissue paper, of which the company is one of the biggest producers in Europe with manufacturing subsidiaries in Britain and several other countries. Last year the group discontinued its own pulp production as part of its effort to keep costs under control in an industry where prices have been eroded by intensified competition—a process that is likely to be taken still further by Scott Paper's recent series of moves to tighten its grip on its extensive European operations.

For all that, however, paper remains Nokia's greatest single source of profits, accounting for 32.2 per cent of 1985's full-year profit.

In his interim report Mr Karl Kaitramo, Nokia's chairman, said that apart from lower interest rates and other financial items, earnings growth during the period resulted largely from the favourable development of profits within the electronics sector.

This trend coincides neatly with Nokia's recent decision, effective from June 1, to restructure its rapidly growing electronics interests into three separate divisions reflecting its principal product lines—Nokia Information Systems, Nokia Telecommunications and Nokia Mobira, which embraces the group's cellular mobile radio telephone interests.

From its origins during the late 1950s as an offshoot of Nokia's large (and still solidly profitable) cable and cable machinery interests, the electronics side of the group has grown at astonishing speed, due in part to several substantial acquisitions, to become the



biggest single sector with some 41 per cent of total sales during the first four months.

On the consumer electronics side, Nokia controls the Salora-Luxor group, which assembles some 600,000 television sets a year using bought-in Japanese tubes, and also makes a variety of electrical and electronic components and broadcasting equipment.

In information systems, Nokia is working flat out to consolidate an early decision to specialise on equipment and software for banks—an area in which it claims market leadership in Scandinavia. A powerful second line of business is in the sale of information systems to retailers and offices.

Mr Staffan Simberg, general manager for international operations of Nokia Information Systems, says he considers it an advantage to have to base operations on the Nordic area, which the company regards as its home market.

"Within the work station and terminal market, you can position yourself where you wish. We aim for the upper end, with all the design and

functional advantages that come from that," Mr Simberg says. Although the requirements of individual banks operating in different national markets may vary widely, he is confident that the experience of having to change the specifications and capabilities of its products will serve Nokia well as it prepares to launch itself into markets beyond the Nordic area.

The Finns are under no illusion that expansion into other Western European markets is going to be as easy as the relatively familiar Nordic countries. Mr Kalle Isokallio, the newly-appointed head of Nokia Information Systems, points

out that "in every country you are going to find a strong domestic player, frequently with a strong relationship to one or other of the big banks to which you want to sell."

Nokia's strategy for attempting to break into national markets is likely to differ from country to country, but Mr Isokallio indicates that a common theme will be to seek operation deals of varying types with some of the powerful domestic players.

"Life has never been easy for us," says Mr Isokallio. "If you go by any of the standard textbooks on management, it does not make any sense to attempt to build computers in Finland."

"We prefer to think in terms of economies of scope, rather than of scale," says Mr Simberg, "so that although most of our manufacturing takes place in Finland, manufacturing labour costs are not a high part of the total. The key area where we believe we can do well is software productivity."

During the next six to 12 months, NIS, Nokia Telecommunications and Nokia-Mobira are all likely to be looking hard

for ways in which to project what the company sees as its high technological skills onto the world stage in such a way as to make up for its acknowledged lack of marketing and distribution power. Knowhow or licensing deals, joint ventures and other forms of partnership are all on the cards.

If, and when, such opportunities come along, Nokia intends to be in a position to move fast, and to this end it has been working hard on building up its financial strength and polishing its financial image. Mr Jorma Ollila, the group's finance director, has set the company what are, by Finnish standards, radical goals of strengthening the balance sheet, improving the flow and quality of published financial information and moving over to an active dividend policy.

Nokia's present debt to equity ratio of 1.7 to 1 is a sound one by comparison to other big Finnish companies. "But we have to compare ourselves not to other Finnish companies, but to Philips, Ericsson, Motorola or Siemens—they are our competitors," Mr Ollila says. "A company with a weak capital structure cannot take the kinds of risk we feel we must be able to accept if we are to respond to the opportunities that exist in electronics."

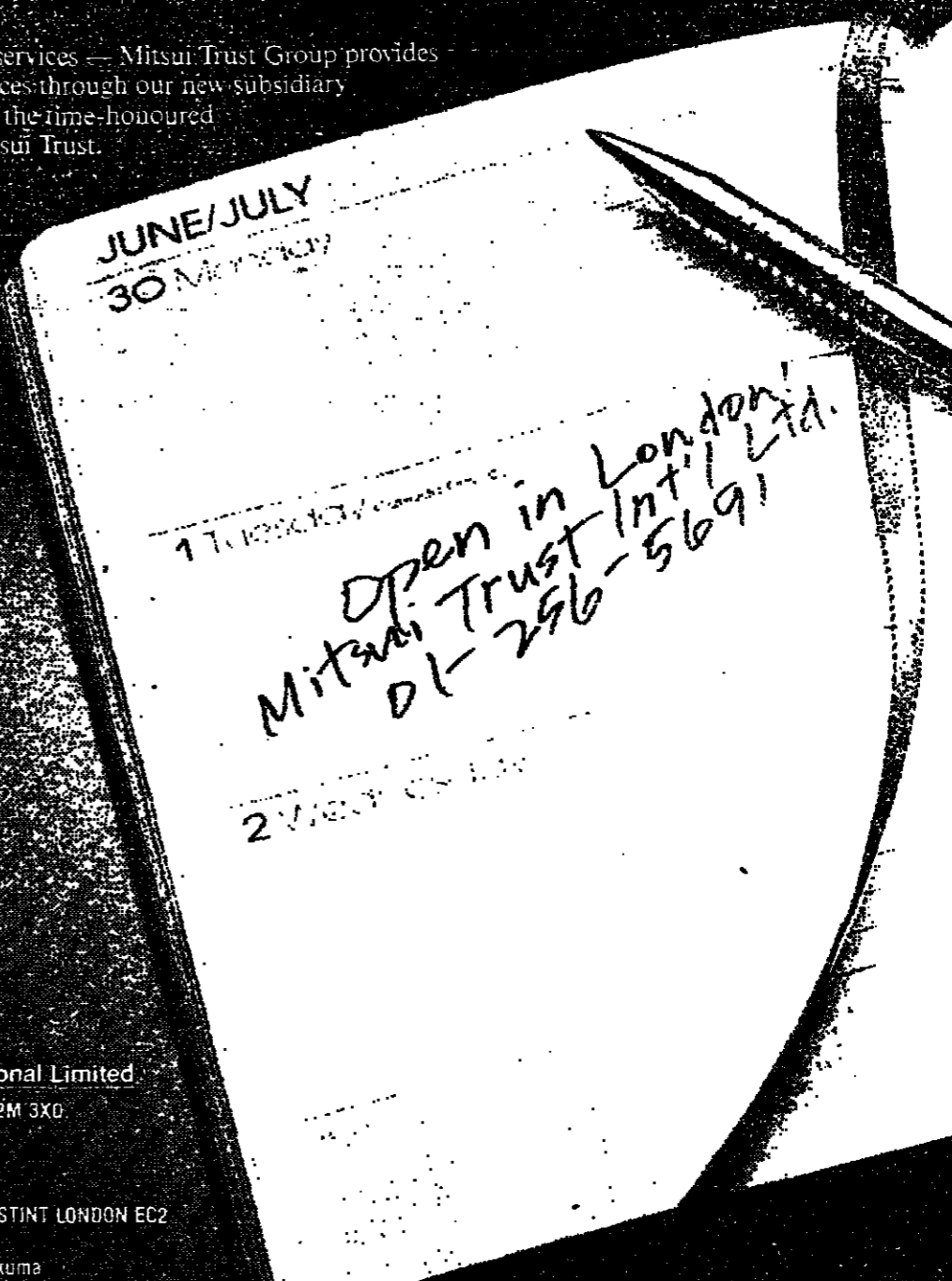
The group is expected to net around FM 360m from the one-for-four rights issue which formally closed yesterday—hard on the heels of a \$50m private placement to foreign, mainly US, investors. Nokia has now reached its full permitted allowance of 20 per cent of its shares in the hands of non-Finnish investors, and in common with other large Finnish companies is waiting impatiently for the expected legislative change which will allow up to 40 per cent of a company's capital to be in the form of the "free" shares which foreigners may buy.

Mr Ollila is also determined that Nokia shareholders should benefit more directly from the company's success, and says that the increase in dividend paid on the 1985 results to FM 14 from FM 11 per FM 100 nominal share will be followed by a further boost as soon as performance justifies it.

For the time being, Mr Ollila says he has no pressing need for extra funds for any specific purpose. "The financial strategy has to support the business strategy. That means my job is not to follow 'deal-of-the-day' fashions but to find the money to back up our ambitions."

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June 1986

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UK COMPANY NEWS

**FNFC resumes interims as profits surge by £4m**

WITH ITS main activities showing strong advances, First National Finance Corporation was able to lift its profits from £9.12m to £13.37m pre-tax in the first six months of the 1985-1986 year.

Interims are being resumed with a 2.50p payment.

The second half will include figures of TCB, a specialist provider of short and medium-term secured lending to corporate customers. In all, and with assets now in excess of £72m, the directors look forward to continued profits growth.

They said the first six months (to April 30 1986) lived up to their expectations and that earnings showed a very satisfactory increase over the corresponding six months of the previous year.

The results of the lending and property division (pre-tax) rose from £2.73m to £4.23m included profits from property sales which were variable in their timings. This factor, in particular, enhanced profits in the second six months of the 1984-1985 year.

Profits of the consumer credit division expanded from £8.68m to £11.5m. Losses at First National Securities (Holdings) subsidiary were marginally higher at £2.36m (£2.3m).

Group turnover for the first six months, excluding banking, showed a decline of £1.42m at £11.77m—FNFC, one of the biggest casualties of the fringe banking crisis of the early 1970s, is principally engaged in consumer credit and property lending.

Profits, after taking account of ACT written off amounting to £1.24m (nil), worked through at £12.13m, compared with £9.12m. Earnings totalled 9.6p (7.3p) basic and 9p (6.9p) fully diluted.

TCB was purchased from Puntinular and Oriental Steam Navigation for £47.5m in April of this year. Its profits for the four months to end-April (£2.87m) were not included but were included in pre-acquisition. The group called on shareholders for £48m in March to fund the TCB purchase.

For the 1984-85 year as a whole, the group raised its profits by 25 per cent to record £22.07m and returned to the dividend list for the first time since its rescue in the wake of the 1974 secondary banking crisis.

comment

Freed from the constraints of the Bank of England's lifeboat, First National Finance has continued to steam ahead with a near 50 per cent growth in pre-tax profits. In this year's first half the main impetus has again come from the consumer credit division, where volumes have been buoyed by strong credit demand and declining interest rates. Lumpy property sales may favour this year's second half less than last year's, but the acquisition of TCB in March should enable the group to sustain the growth rate for the full year and produce around £32m. Dilution for the rights issue which funded the acquisition brings the prospective p/e ratio up to 101 at yesterday's close of 208p. The shares have given investors a good run for their money and seem likely to take a breather now: bid speculation has fizzled out, corporation tax is visible on the horizon, and stories of consumers over-extending themselves are beginning to make the stock unattractive for those of a nervous disposition.

comment

Compoest Holdings ran up a loss of £50,000 in the year to March 31 1986 and is passing the dividend on its 5p ordinary shares.

The previous year it made £761,000 at the pre-tax level and paid a dividend of 3p net.

The results of the past year were adversely affected by a £205,000 rise in distribution costs and an advance of £332,000 in administration costs to £1.07m.

The directors said yesterday that a slow-down in growth of the micro-computer market caused a marginal drop in turnover from £2.4m to £2.2m.

At the beginning of the year they had expected the market

**Compoest in the red and passes dividend**

comment

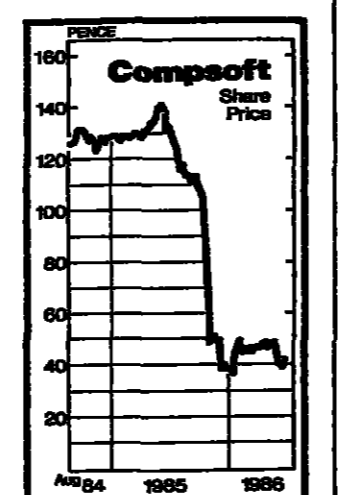
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**TV South doubled to £6.5m**

IN SPITE OF sharp rises in administration expenses, Channel 4 subscription and Exchequer levy Television South raised its first half profits from £3.4m to £6.5m at the pre-tax level.

Furthermore, at the beginning of the second six months advertising revenues were continuing to increase and prospects remained "excellent".

Negotiations to set up the ITV Superchannel (the Pan-European cable TV channel), in which TV South will make a significant investment, were continuing satisfactorily.

The directors said yesterday that they were confident the group would be able to expand and overcome the challenges the future of broadcasting was likely to present and added that they would continue to safeguard the best interest of shareholders.

The six months to end-April 1986 saw group pre-tax profits rise from £49.8m to £64.7m. Programme transmission costs accounted for £37.2m (£28.9m) and left gross profits at £27.5m, compared with a previous £20.9m.

Other operating income added £1.1m (£0.9m) and interest income £1m (£1.1m). Administration expenses rose by £9.8m to

£3.4m, Channel 4 subscription by £1m to £9.3m, IBA rental by £0.4m to £5.4m and Exchequer levy by £1.4m to £4m. Interest charges amounted to £1m (£1.1m).

Tax took £2.5m (£1.4m) to leave earnings at 16.5p (8.1p) undiluted and at 14.5p (7.9p) fully diluted.

The interim dividend is being stepped up from 2p to 3p net per 10p share—a final of 6p was paid for 1984-85 from pre-tax profits of £8.9m (£8.1m).

A useful contribution to profits came from the sale of airtime for Channel TV. Channel 4 revenues continued to increase but the directors said the adverse gap between revenue and costs was being slowly closed.

The increase in programme transmission costs included the costs of Strong Medicine, a mini-series to be transmitted over the ITV network later in the year—this programme has already been broadcast overseas.

comment

In the last year or so TV has been handicapped about as the rising start of the television sector and 1985/86 has been perceived as the year in which its increased share of advertising revenue and development of overseas programme markets would come to fruition. The City was well prepared for this surge in profits, yet the share price rose by 15p to 278p yesterday. The increase in advertising revenue continues—outpacing the ITV network by two or three per cent in the interim period—although it is difficult to see how much higher TV's share can become. Given that a relatively small proportion of profit is gleaned from overseas programme sales TV will be a beneficiary of the recent reform of Exchequer Levy, but the new Levy structure will inhibit its long-term plans to broaden its income base by developing programme markets overseas. Given that the chief "export" for the year, the mini-series, Strong Medicine, was pre-sold in the first half, growth should slow in the second. The City expects profits of £10.3m for the full year producing a prospective p/e of 10.5 which seems appropriate, after the recent rise in the share price, unless, in the wake of the Thames Station, the City's new-found love for television prompts a re-rating of the sector as a whole.

**API expansion continues with £7.5m purchase**

Associated Paper Industries is continuing its programme of selective acquisition by paying £7.5m for Tezza which makes a range of self-adhesive products.

API hit serious problems at the start of the 1980s but after a major re-orientation campaign changed itself from a broadly-based paper producer to a highly specialised operation in paper conversion, film and foil.

This acquisition continues its growth into niche sectors of the paper and packaging industry. It is being paid for through the issue of 2.1m shares to the vendors (10.2 per cent of the enlarged capital) of which 478,251 have been placed. The owners of Tezza—a private

company—are also receiving £2.6m of unlisted loan notes.

The original Tezza company Tezza Tapes—was formed in 1970 and is one of the largest European producers of self-adhesive bags used for protecting documents. Subsequently Tezza Data Systems was formed in 1980.

The company, based in Saxmundham and Lelston in Suffolk, employs 110 people and last year made a pre-tax profit of £1.1m on turnover of £7.1m. Its net assets at about £3.2m so API is paying £3.3m good-will. API announced in May interim pre-tax profits of £2.3m on turnover of £33.8m. Its share price rose 6p to close at 240p.

**Emess lifts Rotaflex stake**

Emess Lighting, bidding £50m for UK rival Rotaflex, has raised its stake in Rotaflex to 5.1 per cent. Emess criticised yesterday the failure of MK Electric, holding a 6 per cent stake, to make a full offer for Rotaflex.

AGB Research, the leading UK market research company, has agreed to buy a majority stake in ASI Market Research of Japan, for an undisclosed sum.

**Peek loss**

Peek Holdings, grain and animal foods, incurred losses of £312,000 (£44,000) in the second half, and losses for 1986 as a whole were £597,000 compared with profits of £7,000. Turnover fell from £3.86m to £2.83m. The loss per 7p share was 4.98p.

**Slim-line Audiotronic cuts losses to £0.53m**

Audiotronic Holdings, the Wembley-based distributor of electrical equipment, reduced its losses from £1.25m to £527,000 pre-tax in 1985-86.

Loss per share was cut by 2p to 1.5p—the company has been in the red for nine years and last paid a dividend in 1979.

Turnover for the year to February 29 1986 fell from £10.55m to £2.56m. However, during the year the telecommunications distribution and maintenance business of Eagle Distributors was sold to third parties.

The trading performance of the electrical equipment and accessories distribution busi-

ness, which now represents the principal continuing business of the company, comprised turnover of £1.92m (£2.43m) and gross profit £744,000 (£81,000).

Eagle Distributors, itself, continued to make satisfactory progress although profits generated were still only modest.

The directors said they were working on the opportunities presented through the investment earlier this year in Midland City Partnership to expand Eagle's turnover and profitability. This would be achieved by the network of branches which MCF had developed with the acquisition of selected businesses from J. H. Sankey & Co.

**DIVIDENDS ANNOUNCED**

Company	Current Payment	Date of payment	Corre- div.	Total of year	Total last year
Akroyd & Smithers	4	July 23	4	4	1.2
Blue Arrow	10.6	Aug 15	4.4	6.25	5.2
Compoest	6.25	—	2	nil	2
FNFC	2.25	Aug 26	nil	2.8	4.4
Gresham House 2nd Int	3.45	—	3	9.38	12.38
Leopold Joseph	9.38	—	16	21	11.25
Mercury Securities Int	21	July 23	16	2	2
Rea Hides	1	Aug 28	2	0.3	0.3
TV South	3	—	0.3	0.26	0.53
Welpac	0.3	—	0.26	0.5	0.53
Widac	0.33	—	0.26	0.5	0.53
Wiggins Grp	0.5	—	nil	0.5	nil

Dividends shown in pence per share except where otherwise stated. Equivalent after allowing for scrip issue. † On capital increased by rights and/or acquisition issues. ‡ US\$ stock. † Unquoted stock.

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# MANAGEMENT: Small Business

EDITED BY CHRISTOPHER LORENZ

## Corporate venturing

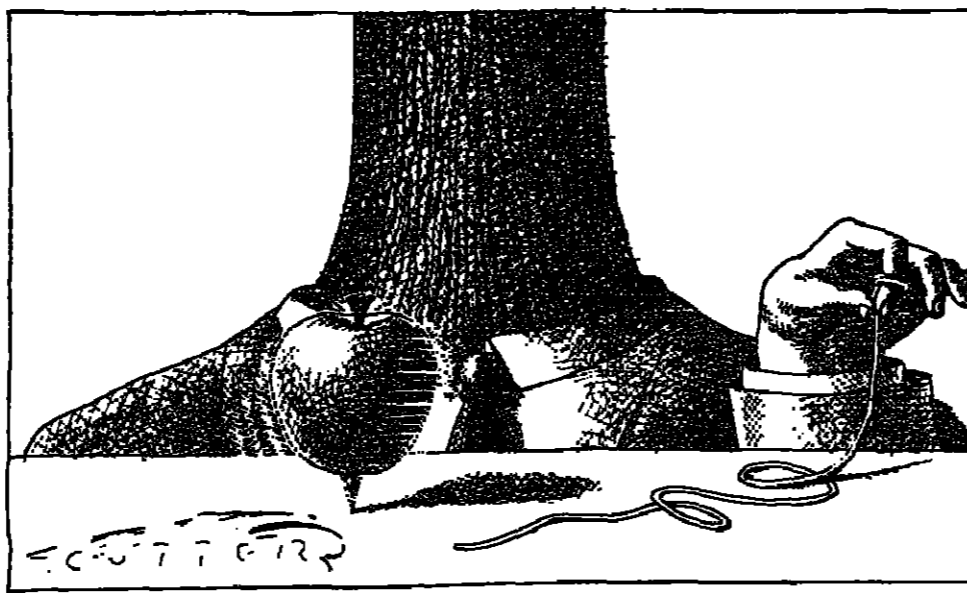
### How peripheral ideas can take centre stage

THREE YEARS ago, David Butler was the disappointed and tired director of Rank Xerox's international systems business. Disheartened because the group board had for good reasons, Butler fully admits—just turned down his proposal that Rank Xerox should start marketing artificial intelligence software in Europe; exhausted because of a £2.6m annual turnover expert systems business with every prospect of making a stock market flotation within the next few years. But what is really surprising is that Butler's company, Artificial Intelligence, was formed with the blessing of Rank Xerox. It is 25 per cent owned by it and sells 70 per cent of its turnover to the large group. The Watford-based venture is the most successful of the 250 or so small enterprises to have come out of Rank Xerox for a host of reasons over the past five years.

It provides an illuminating example of a type of approach by large companies to small ones which is being hotly debated—but rarely enacted—in boardrooms all over Europe. Spin-outs are held up by their proponents as a way in which large companies can make use of otherwise peripheral ideas. This is quite distinct from external corporate venturing, whereby big companies look for new ideas by investing in independent enterprises, an approach discussed on this page last week.

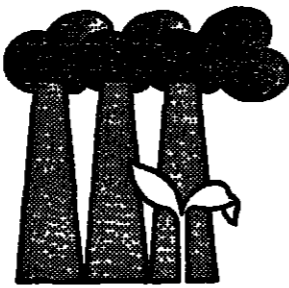
Rank Xerox, for instance, was simply too busy launching new office automation and electronic printing products to take up Butler's artificial intelligence proposal. By allowing him to go independent, Rank Xerox avoided having to stifle the opportunity. And by giving Butler a controlling stake, the group enabled Butler to develop the business far faster than would have been possible within the organisation.

"Because I have control, I don't have to refer decisions to anybody but my own direc-



full control over all of its interests. "We are only scratching the surface. If you want to get individuals motivated and running small businesses within large ones, there needs to be a change of philosophy among larger corporations," says Terry McKenna, who runs a corporate venturing consultancy and works on spin-outs with London's Electra Investment Trust.

William Dawkins, in the second of a series, explains how many large companies can use 'spin-outs' as a means of exploiting what might otherwise be redundant projects



research and ICL, Britain's major computer company almost tried spin-outs for that reason until former chairman Richard Wilson was forced to scrap his internal venturing plans following STC's takeover of ICL in late 1984. "Most large companies have got more unexploited R&D than they will ever know about," says Wil-

Others, notably Kodak UK, Tetrapak and ICI's agricultural division have taken a slightly different approach by using spin-outs to develop possible diversification opportunities. European spin-outs are limited, complain venture capitalists, by a widespread perception among big companies that the parent needs to have

Even so, there are already some clear indications of the conditions under which these peculiarly sensitive children might best develop. They thrive on a subtle blend of parental protection and independence—a little hand holding but not too much.

One company that has gone to great lengths to get the balance right is Siemens, the West German electrical giant which caused raised eyebrows in a corporate culture driven by employee allegiance when it announced its first spin-out two years ago. Integrated Circuit Testing, a producer of microchip testing machines run by 12 young engineers from the group research department, was followed early this year by Tele-

processing Systems, a data processing business. Several ICL employees with no equity interest in their enterprises.

## In brief...

**ACCOUNTANTS** Ernst & Whinney are offering companies a grant scanning service based on the recently completed Euroloc database. Euroloc, developed by the University of Strathclyde's Centre for the Study of Public Policy, lists some 600 grant and other aid programmes available from the European Commission and all the European Community countries (except Spain and Portugal). Ernst & Whinney wants to help US, Japanese and other potential inward investors in Europe flag the location with the best package of benefits.

**HARD-PRESSED** computer dealers are well known for offering all kinds of incentives to attract buyers. But the latest, from W. H. Smith Business Computer Centre in Crawley might actually save small businesses some money. Under the scheme, small businesses will qualify for a free £300 feasibility study by experts from the accountancy firm Peat Marwick so long as they buy £4,750 worth of equipment from the centre. Details from W. H. Smith Business Computer Centre, 22 High Street, Crawley, West Sussex.

**LONDON** Business School is again running its Firmstart Programme, a free part-time course for people wanting to set up in business or already running their own enterprises. Two information evenings about the course are to be held at the school on July 15 and 16. The course is funded by the Manpower Services Commission, runs for 40 weeks starting at the end of October, with sessions taking up a couple of days every three weeks so that the 30 participants can continue running or establishing their own ventures. Details from Lorraine Johnson, Registrar, Firmstart, London Business School, Sussex Place, Regent's Park, London NW1 4SA.

**COMPANIES** considering a flotation on the new Third Market, proposed by the Stock Exchange to open on October 27, can find out more at the Third Market Exhibition on September 10 and 11. Organised by Financial & Business Exhibitions, the event will be held at Glaziers Hall, London Bridge, and will include presentations and seminars from over-the-counter market makers and professional advisers. Details from Christine Prentice, FIBEX, 55 Catherine Place, London SW1E 6DY.

## Focusing in on export potential

Frank Gray reports on an event which aims to stimulate overseas trade by small firms

THE DRIVE by Government and private sector trade promotion groups to boost exports by small British companies will be the focus of attention at Export '86, the UK's second annual exhibition on international trade and services. The exhibition takes place December 2-4 at The Barbican convention centre in London, and follows last year's launch conference, which was attended by more than 4,000 representatives of large and small UK companies.

The decision to go ahead with a second conference stems from the success of the first conference, and the perception that strengthened institutional support for companies with export potential will help boost British industrial growth.

Conference officials note that British exports grew last year by 6 per cent in volume terms to £78bn, and that exports of manufactured goods rose by 8 per cent in 1985 over 1984.

The British Overseas Trade Board, which is a member of the conference's steering group, has acknowledged that British exporters need continuing support given that most export growth was attributable to the favourable position of sterling against the currencies of Britain's major trading partners. The BOTB sees a strong export performance this year, but would like it to be further boosted by real productivity gains rather than just foreign exchange fluctuations.

The BOTB points out that in the second quarter this year, it supported more than 2,400 British companies in promoting their products and services abroad through trade fairs, missions and seminars. Of these, 1,800 firms were represented at 84 fairs and seminars in 28 countries.

Western Europe and the US remain priority regions. But with the help of the Overseas Development Agency, more funds from its aid and trade provision are being poured in to help British exports to China, India and Indonesia, the world's first, second and fifth most populous countries.

The latest aid provision by the ODA was made on June 19 to the Inter-Governmental Group on Indonesia, and provides £40m for agreed development projects which will be spent on British goods and services, and a £5m grant for the

provision of technical co-operation. As the ODA points out, such packages have enormous spin-off potential for small exporters which share in the sub-contracting by bigger UK concerns.

An important feature of Export '86 will be its programme of seminars focusing on such trade instruments as countertrade, forfaiting, short-term finance, getting paid for goods shipped, and finance and foreign exchange.

The seminars will offer the Export Credits Guarantee Department, and some of its private sector competitors, an opportunity to explain the advantages of export finance to companies seeking to export. One element of this is the larger role now being played by City banks in providing alternatives to the ECGD's comprehensive bank guarantee (CBG) scheme, which it is now phasing out and which will be formally discontinued by October 31, 1987.

## Fine rates

The CBG scheme, introduced two decades ago, provides ECGD guarantees for short-term credit given by banks to UK customers. Because of the scheme, exporters have been able to obtain export finance on a 180-day basis at fine rates of interest. It was decided to drop the scheme last year because of rising losses and the fact that it was falling into disuse. At the moment, there are only 550 CBG policyholders, compared with 2,000 a few years ago.

The ECGD points out that the decision to drop the scheme does not mean any curtailment of export insurance cover for small exporters. Rather, the scheme, as conceived in the 1960s as a device to resolve problems over the erratic availability of export finance in times of tight money, simply had grown obsolete.

Major banks are now moving to provide alternative schemes covering companies with exports of up to £2m. Among the banks that have moved to fill the small gap is Midland Bank, with its Mifides schemes. Other banks now broadening their own export finance schemes for small companies along similar lines are Hambros, Barclays, National Westminster, Lloyd's and Williams and Glyn's.

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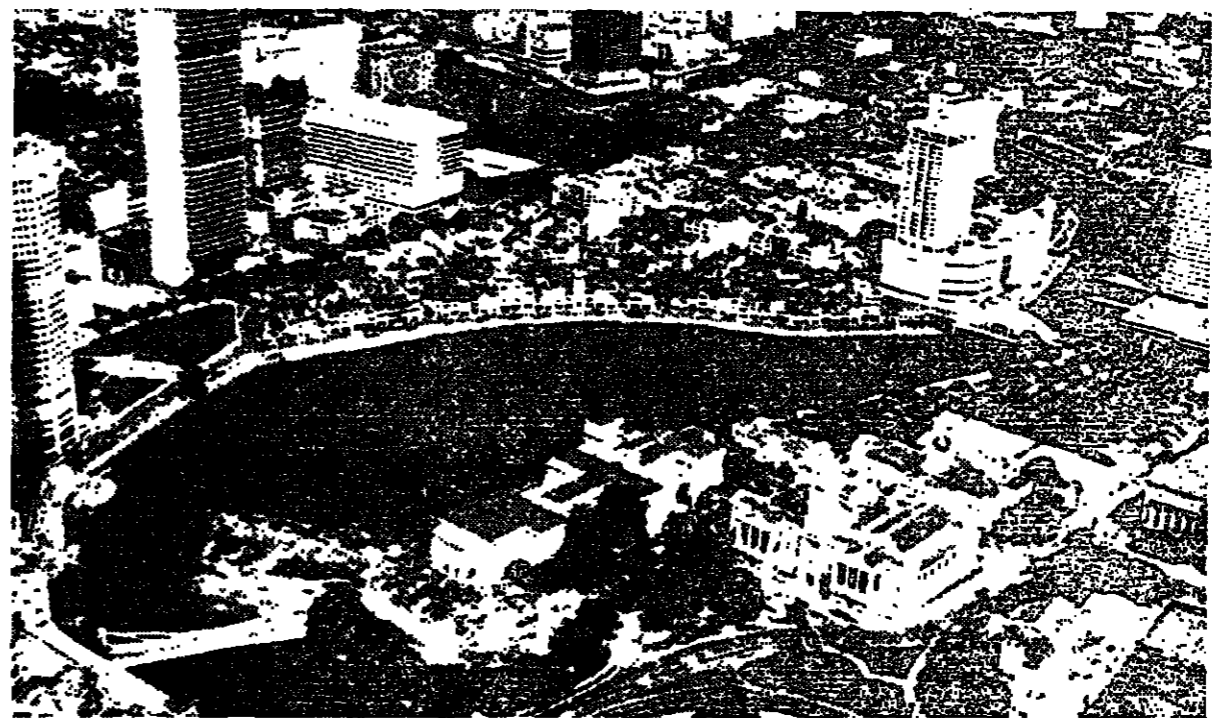
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Recreational activities such as canoeing and rowing as well as motorised boating in the form of river cruises are envisaged.

The Singapore Tourist Promotion Board (STPB) is inviting business and concept proposals for boating activities on the Singapore River as well as a floating restaurant at Marina Bay. The closing date for submission of proposals is 31 October 1986.

Details for submission of proposals are contained in the "Guidelines for Submission of Proposals for Boating Activities on the Singapore River". Interested parties can obtain a copy of this document by writing in to:

The Divisional Director,  
Product Development  
Singapore Tourist Promotion Board,  
131, Tudor Court, Tanglin Road,  
Singapore 1024, Republic of Singapore.  
Telephone: 2356611  
Telex: STBSIN RS 33375  
Cable: TOURISPROM SINGAPORE

Documents submitted in connection with the submission of proposals will be treated as confidential and will not be returned.



LONDON RECENT ISSUES

Table of recent issues in the equities market, listing stock names, prices, and changes.

Table of fixed interest stocks, including government and corporate bonds, with details on interest rates and prices.

Table of 'RIGHTS' OFFERS, detailing various rights issues and their terms.

Disclaimer text regarding the accuracy of the data and the responsibility of the publisher.

Advertisement for 'Can Europe catch up?' featuring a bound reprint of articles from the Financial Times.

FT CROSSWORD PUZZLE No. 6,061

A crossword puzzle grid with numbered squares and a central 'QUARK' word.

Clues for the crossword puzzle, including 'ACROSS' and 'DOWN' categories with descriptive hints.

AUTHORISED UNIT TRUSTS

Table listing authorized unit trusts, including names, managers, and investment objectives.

FT UNIT TRUST INFORMATION SERVICE

Large table providing detailed information for various unit trusts, including names, managers, investment strategies, and performance metrics.

Table listing additional unit trusts, including names, managers, and investment objectives.

AUTHORISED UNIT TRUSTS & INSURANCES

Main table containing financial data for various unit trusts and insurance companies, including columns for company names, fund names, and numerical values.

INSURANCES

Table listing various insurance companies and their details, including names like AA Friendly Society and Abbey Life Assurance Co Ltd.

Handwritten signature or note at the bottom of the page, possibly reading 'John... 11/10'.



INSURANCE, OVERSEAS & MONEY FUNDS

Table listing various insurance and overseas funds with columns for fund name, value, and change.

Table listing various money funds with columns for fund name, value, and change.

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Table listing various money funds with columns for fund name, value, and change.

MANAGEMENT SERVICES

OFFSHORE AND OVERSEAS

Money Market Trust Funds

Money Market Bank Accounts

TRADITIONAL OPTIONS

3-month call rates

Notes

Warburg Investment Management

Warburg Investment Management

Warburg Investment Management

Warburg Investment Management

Warburg Investment Management

Warburg Investment Management

Warburg Investment Management

Warburg Investment Management

Warburg Investment Management

Warburg Investment Management

Warburg Investment Management

Warburg Investment Management

Warburg Investment Management

COMMODITIES AND AGRICULTURE

South African coal industry counts the cost of political disapproval

BY MAURICE SAMUELSON

AN EFFECTIVE EEC ban on coal imports from South Africa would be a serious setback for the country's growing coal industry at a time when prices are already under pressure.

South African mining house, told a coal trade conference in Amsterdam two weeks ago that exports this year could be cut by 5m to 10m tonnes to 40m, with a further small reduction in 1987.

South Africa's coal exports will reach 79m tonnes by the year 2000 against 44m last year. At the same time the world market is forecast to grow from 118m tonnes to 254m tonnes.

With the depreciating rand boosting profits in domestic terms, there is ample scope for discounting, he says.

Peace hopes rise in US copper industry

By Stefan Wagstyl

THE HARD-PRESSED US copper industry and its workers yesterday moved towards a tentative settlement of new three-year pay accords.

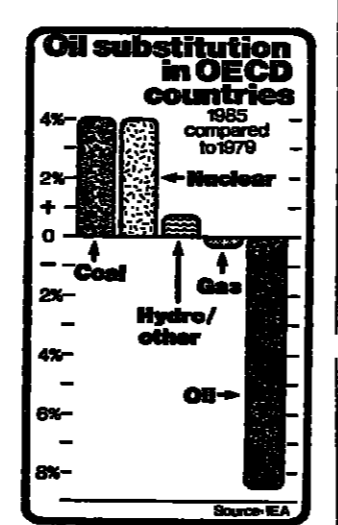
Asarco's 1,600 unionised workers at the company's main plant in Butte, Mont., voted to accept the offer.

Report shows cut in oil use

BY MAX WILKINSON

THE INDUSTRIAL world's oil consumption as a proportion of total output has been cut by 37 per cent since the 1973 oil crisis, according to the latest figures from the Paris-based International Energy Agency.

However, it says that the rate of decline in oil consumption has slowed progressively from just over 7 per cent in 1980.



Annual Oil Market Report 1985 by the IEA. Source: IEA, Paris, 1985.

China aims to cut imports of metal

BY ROBERT THOMSON IN PEKING

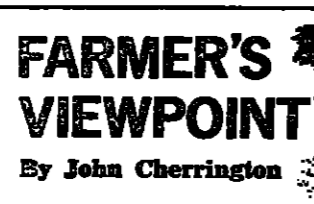
THE CHINESE Government plans to intensify its drive to increase domestic production of non-ferrous metals.

China Daily, Feng drew attention to 20 projects for increased production of aluminium, which is regarded by the Government as a second only to steel in its importance for the country's modernisation plans.

and metals processing plants, while 20 projects for increased production of foreign technology this year.

Recovering from a slow start

ALTHOUGH THE development of the crops and grass still seems to be at least two weeks later than normal farms are now looking much better than they did at the beginning of June and the last few days of warm weather is bringing on growth at a quite spectacular rate.



FARMER'S VIEWPOINT By John Cherrington

There is no reason to believe that the uptake of the UK crop will be any better this year and that the extra tonnage that would be likely to have to go to the intervention store, bringing the total to 9m tonnes by the end of the cereal year.

which now amount to about 5m tonnes. There is no reason to believe that the uptake of the UK crop will be any better this year and that the extra tonnage that would be likely to have to go to the intervention store, bringing the total to 9m tonnes by the end of the cereal year.

LONDON MARKETS

THE COFFEE market began the week with a firmer tone following last week's sharp decline. But the rise, which lifted the September futures position by \$2.50 to \$1.707 a tonne, was not due to any fresh bullish news, dealers said.

INDICES

Table showing various market indices including DOW JONES, FTSE 100, and others with their respective values and changes.

MAIN PRICE CHANGES

Table showing price changes for various commodities like metals, oil, and other goods.

US MARKETS

THE ENERGY COMPLEX fell following Opec's failure to reach agreement on production quotas, reports the Meeting, which concluded yesterday morning, left Opec no nearer to reaching the united front needed if it is to significantly lift oil prices.

Table showing US market prices for various commodities like oil, sugar, and other goods.

ALUMINIUM

Official closing (am): Cash 747.5-8.5 (702-3), three months 748.5 (702-3), six months 749.5 (702-3), settlement 748.5 (702-3). Turnover: 18,050 tonnes.

COPPER

Official closing (am): Cash 875-7.5 (870-5), three months 877.5 (860-5), six months 878.5 (861-5), settlement 877.5 (860-5). Turnover: 43,750 tonnes.

LEAD

Official closing (am): Cash 263-4 (271-2), three months 264-4 (272-2), settlement 263-4 (271-2). Turnover: 8,475 tonnes. US Spot: 23.75-24.00 cents per pound.

NICKEL

Official closing (am): Cash 282-5 (282-5), three months 283-5 (283-5), settlement 282-5 (282-5). Turnover: 1,152 tonnes.

TIN

Official closing (am): Cash 221-1.5 (231-1.5), three months 222-1.5 (231-1.5), settlement 221-1.5 (231-1.5). Turnover: 27.9 tonnes. US Prime Westlake: \$6.50-6.75 cents per pound.

ZINC

Official closing (am): Cash 221-1.5 (231-1.5), three months 222-1.5 (231-1.5), settlement 221-1.5 (231-1.5). Turnover: 27.9 tonnes. US Prime Westlake: \$6.50-6.75 cents per pound.

GOLD

Gold rose 3 3/4 ounces from Friday's close to 1109.1782, Mar 1718-1879, Nov 1745-1798, and 2110-1785-1779. The metal opened at \$347-3/8 and traded between \$347-3/8 and \$347-3/4.

SILVER

Silver was fixed 2.15p an ounce lower for spot delivery in the London bullion market yesterday at 329.5p. US cent equivalents of the fixing levels were: spot, 604.5c; up 0.5c; three-month, 612.5c; up 0.5c; six-month, 621.5c; up 1c; and 12-month, 629.5c; up 0.5c.

MEAT

FIGMEAT: July 103.30-0.40, 189.00-0.80, 101.80, 184.00-0.80, 101.80, 184.00-0.80. BEEF: July 103.30-0.40, 189.00-0.80, 101.80, 184.00-0.80, 101.80, 184.00-0.80.

COCOA

Official closing (am): Cash 875-7.5 (870-5), three months 877.5 (860-5), six months 878.5 (861-5), settlement 877.5 (860-5). Turnover: 43,750 tonnes.

COFFEE

Official closing (am): Cash 282-5 (282-5), three months 283-5 (283-5), settlement 282-5 (282-5). Turnover: 1,152 tonnes.

CRUDE OIL

Official closing (am): Cash 221-1.5 (231-1.5), three months 222-1.5 (231-1.5), settlement 221-1.5 (231-1.5). Turnover: 27.9 tonnes. US Prime Westlake: \$6.50-6.75 cents per pound.

SOYABEAN MEAL

Official closing (am): Cash 221-1.5 (231-1.5), three months 222-1.5 (231-1.5), settlement 221-1.5 (231-1.5). Turnover: 27.9 tonnes. US Prime Westlake: \$6.50-6.75 cents per pound.

CHICAGO

Official closing (am): Cash 221-1.5 (231-1.5), three months 222-1.5 (231-1.5), settlement 221-1.5 (231-1.5). Turnover: 27.9 tonnes. US Prime Westlake: \$6.50-6.75 cents per pound.

LIVE CATTLE

Official closing (am): Cash 221-1.5 (231-1.5), three months 222-1.5 (231-1.5), settlement 221-1.5 (231-1.5). Turnover: 27.9 tonnes. US Prime Westlake: \$6.50-6.75 cents per pound.

LIVE HOGS

Official closing (am): Cash 221-1.5 (231-1.5), three months 222-1.5 (231-1.5), settlement 221-1.5 (231-1.5). Turnover: 27.9 tonnes. US Prime Westlake: \$6.50-6.75 cents per pound.

MAIZE

Official closing (am): Cash 221-1.5 (231-1.5), three months 222-1.5 (231-1.5), settlement 221-1.5 (231-1.5). Turnover: 27.9 tonnes. US Prime Westlake: \$6.50-6.75 cents per pound.

SOYABEANS

Official closing (am): Cash 221-1.5 (231-1.5), three months 222-1.5 (231-1.5), settlement 221-1.5 (231-1.5). Turnover: 27.9 tonnes. US Prime Westlake: \$6.50-6.75 cents per pound.

WHEAT

Official closing (am): Cash 221-1.5 (231-1.5), three months 222-1.5 (231-1.5), settlement 221-1.5 (231-1.5). Turnover: 27.9 tonnes. US Prime Westlake: \$6.50-6.75 cents per pound.

SUGAR

Official closing (am): Cash 221-1.5 (231-1.5), three months 222-1.5 (231-1.5), settlement 221-1.5 (231-1.5). Turnover: 27.9 tonnes. US Prime Westlake: \$6.50-6.75 cents per pound.

POTATOES

Official closing (am): Cash 221-1.5 (231-1.5), three months 222-1.5 (231-1.5), settlement 221-1.5 (231-1.5). Turnover: 27.9 tonnes. US Prime Westlake: \$6.50-6.75 cents per pound.

FRIGHT FUTURES

Official closing (am): Cash 221-1.5 (231-1.5), three months 222-1.5 (231-1.5), settlement 221-1.5 (231-1.5). Turnover: 27.9 tonnes. US Prime Westlake: \$6.50-6.75 cents per pound.

RUBBER

Official closing (am): Cash 221-1.5 (231-1.5), three months 222-1.5 (231-1.5), settlement 221-1.5 (231-1.5). Turnover: 27.9 tonnes. US Prime Westlake: \$6.50-6.75 cents per pound.

TEA

Official closing (am): Cash 221-1.5 (231-1.5), three months 222-1.5 (231-1.5), settlement 221-1.5 (231-1.5). Turnover: 27.9 tonnes. US Prime Westlake: \$6.50-6.75 cents per pound.

MEAT COMMISSION

Official closing (am): Cash 221-1.5 (231-1.5), three months 222-1.5 (231-1.5), settlement 221-1.5 (231-1.5). Turnover: 27.9 tonnes. US Prime Westlake: \$6.50-6.75 cents per pound.

GAS OIL FUTURES

Official closing (am): Cash 221-1.5 (231-1.5), three months 222-1.5 (231-1.5), settlement 221-1.5 (231-1.5). Turnover: 27.9 tonnes. US Prime Westlake: \$6.50-6.75 cents per pound.

COTTON

Official closing (am): Cash 221-1.5 (231-1.5), three months 222-1.5 (231-1.5), settlement 221-1.5 (231-1.5). Turnover: 27.9 tonnes. US Prime Westlake: \$6.50-6.75 cents per pound.

CURRENCIES, MONEY and CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar loses ground

The dollar fell to its lowest level for six weeks in currency markets yesterday as economic fundamentals helped to establish a bearish trend. Friday's worse than expected US trade figures provided the initial momentum and when Japanese trade figures showed a record surplus, the dollar came on offer.

There seemed to be a good two way business with traders happy to buy in at lower levels. However this was in no way a reflection of underlying support, more an opportunity of taking profits ahead of Friday's US holiday and Japanese election on Sunday. Fears of central bank intervention may have had some influence although dealers noted that dollar purchases of around \$400m by the Bank of Japan appeared to have little effect. Most of the dollar's fall occurred in Japan with London once again trading within a fairly narrow range.

Comments by Mr Karl Otto Poehl, president of the West German Bundesbank, proved to be something of a two edged sword. While stressing concern about West German money supply and the limited options available to boost West German economic growth, he intimated that progress was being made towards reducing excess money growth. In addition the Bundesbank announced its intention to hold a press conference for Thursday's meeting of the central bank. Prospects of a cut in rates \$1.5000 and DM 3.3750 compared

£ IN NEW YORK

Table with columns: June 30, Latest, Prev. close. Rows: 1 month, 3 months, 6 months, 12 months.

remained low however, considering the D-mark relatively weak position within the EMS. The dollar closed at DM 2.3015 up from a low of DM 2.1900 but down from Friday's close of DM 2.2045. Against the yen it fell to ¥168.70 from ¥169.45 and SF 1.7865 compared with SF 1.8075. Elsewhere it eased to FF 7.02 from FF 7.03. On Bank of England figures, the dollar's exchange rate index fell 0.20 to 114.6.

STERLING — Trading range against the dollar in 1986 is 1.5325 to 1.5700. May average closed at 1.5700. From an opening of 76.2 but unchanged from Friday's close of 76.2. The pound rose to £1.5325 from £1.5295 and DM 3.3750 compared

with DM 3.3725. It rose against the Swiss franc to SFR 2.7525 from SFR 2.7500 and FF 10.7575 from FF 10.7525. Against the yen it was weaker however at ¥250.75 from ¥253.0. D-MARK — Trading range against the dollar in 1986 is 2.4710 to 2.1640. May average 2.2265. Exchange rate index 135.4 against 141.5 six months ago.

The D-mark was firmer against the dollar in Frankfurt yesterday in rather quiet trading. Comments by Mr Karl Otto Poehl, president of the Bundesbank, proved to be something of a two edged sword. While stressing concern about West German money supply and the limited options available to boost West German economic growth, he intimated that progress was being made towards reducing excess money growth. In addition the Bundesbank announced its intention to hold a press conference for Thursday's meeting of the central bank. Prospects of a cut in rates \$1.5000 and DM 3.3750 compared

JAPANESE YEN — Trading range against the dollar in 1986 is 167.80 to 161.65. May average closed at 167.80. From an opening of 76.2 but unchanged from Friday's close of 76.2. The pound rose to £1.5325 from £1.5295 and DM 3.3750 compared

FINANCIAL FUTURES

Lack of factors

US Treasury bond futures and Eurodollar futures performed better than sterling dominated contracts on the London International Financial Futures Exchange yesterday. But it was a quiet day, influenced by book squaring at the end of the month and end of quarter, while US financial markets already appear to be looking forward to a long weekend, with Independence Day falling on Friday this year.

Table with columns: Strike, Call, Put, Last, etc. Rows: Liffe Long Gilt Futures Options, Liffe Eurodollar Futures Options.

Table with columns: Strike, Call, Put, Last, etc. Rows: Liffe Eurodollar Futures Options, Liffe Eurodollar Futures Options.

hard rate, left unchanged at the time of the last discount rate reduction on March 6, may be cut.

This was not enough to sustain the price however, and September bonds retreated to a low of 99-09, before closing at 99-13, compared with 99-01 on Friday. September three-month Eurodollars rose to 93.44 from 93.40, after ending technical resistance at 93.45.

Sterling interest rate contracts were depressed by the failure of UK interest rates to fall. The terms of yesterday's money market intervention by the Bank of England did not encourage hopes of lower rates.

Table with columns: Strike, Call, Put, Last, etc. Rows: Liffe Eurodollar Futures Options, Liffe Eurodollar Futures Options.

POUND SPOT—FORWARD AGAINST POUND

Table with columns: June 30, Day's Spread, Close, One month, etc. Rows: US, Canada, New Zealand, etc.

Belgian rate is for convertible francs. Financial times 65.45-69.65. Six-month forward dollar 2.18-2.11c pm. 12-month 3.98-3.95c pm.

DOLLAR SPOT—FORWARD AGAINST DOLLAR

Table with columns: June 30, Day's Spread, Close, One month, etc. Rows: UK, Ireland, Canada, etc.

UK and Ireland are quoted in US currency. Forward premiums and discounts apply to the US dollar and not to the individual currency.

CURRENCY MOVEMENTS

Table with columns: June 30, Bank of England, Morgan Guaranty, etc. Rows: Sterling, Swiss franc, etc.

CURRENCY RATES

Table with columns: June 30, Bank rate, Special Drawing Rights, etc. Rows: Argentina, Brazil, Canada, etc.

OTHER CURRENCIES

Table with columns: June 30, Argentina, Brazil, Canada, etc. Rows: Argentina, Brazil, Canada, etc.

EXCHANGE CROSS RATES

Table with columns: June 30, £, \$, DM, etc. Rows: £/\$, £/DM, £/FF, etc.

EURO-CURRENCY INTEREST RATES

Table with columns: June 30, Short, 7 days, 1 month, etc. Rows: Sterling, US dollar, etc.

MONEY MARKETS

Slightly firmer in London

Interest rates were slightly firmer, in quiet trading on the London money market. Three-month interbank rate is 9 1/8 per cent from 9 1/4 per cent. The Bank of England initially forecast a market shortage of £1,350m, but changed to £1,300m before lunch, and to £1,400m in the afternoon. Total help of £1,368m was provided. An early round of assistance of £888m was given when the authorities bought £13m bank bills outright, by way of £1m in band 1 at 9 1/8 per cent, and £12m in band 2 at 9 1/4 per cent. Another £845m in bills were purchased for resale to the market on July 10 at 10 1/4 per cent.

NEW YORK RATES

Table with columns: Prime rate, Fed funds, etc. Rows: Prime rate, Fed funds, etc.

MONEY RATES

Table with columns: June 30, One month, Two months, etc. Rows: Frankfurt, Zurich, etc.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns: Currency, % change, etc. Rows: Belgium, Denmark, etc.

FT LONDON INTERBANK FIXING

Table with columns: Three months US dollars, Six months US dollars, etc. Rows: Three months US dollars, Six months US dollars, etc.

LONDON MONEY RATES

Table with columns: June 30, Over night, 7 days, etc. Rows: Interbank, Sterling, etc.

TREASURY BILLS (all)

Table with columns: One month, Three months, etc. Rows: One month, Three months, etc.

Bank Bills (all): one-month 9 1/8 per cent; three months 9 1/4 per cent. Treasury Bills: Average tender rate at discount 3.925 per cent. Local Authority and Finance Houses seven days' notice, others seven days' notice. Finance Houses base rate 10 per cent from July 1 1986. Bank Deposit Rates for sums at least £100,000: 12 months 9 1/8 per cent; 18 months 9 1/4 per cent; 24 months 9 1/4 per cent; 30 months 9 1/4 per cent; 36 months 9 1/4 per cent. Deposits held under Series 5 9 1/8 per cent. Deposits with drawn for cash 5 1/8 per cent.

US TREASURY BOND FUTURES OPTIONS

Table with columns: Strike, Call, Put, Last, etc. Rows: US Treasury Bond Futures Options.

US TREASURY BILL FUTURES OPTIONS

Table with columns: Strike, Call, Put, Last, etc. Rows: US Treasury Bill Futures Options.

PHILADELPHIA SE 2 1/2% OPTIONS

Table with columns: Strike, Call, Put, Last, etc. Rows: Philadelphia SE 2 1/2% Options.

CHICAGO

Table with columns: US Treasury Bonds, US Treasury Bills, etc. Rows: US Treasury Bonds, US Treasury Bills, etc.

CURRENCY FUTURES

Table with columns: Pound, etc. Rows: Pound, etc.

STERLING INDEX

Table with columns: June 30, 30 days, etc. Rows: Sterling Index.

WORLD VALUE OF THE POUND

The table below gives the latest available rates of exchange for the pound against various currencies on June 30, 1986. In some cases rate is nominal. Market rates are the average of buying and selling rates except where they are shown to be otherwise. In some cases market rates have been calculated from these of foreign currencies to which they are tied.

Table with columns: Country, Currency, Value of £ Sterling, etc. Rows: Argentina, Brazil, etc.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns: Country, Currency, Value of £ Sterling, etc. Rows: Belgium, Denmark, etc.

EUROPEAN CURRENCY UNIT RATES

Table with columns: Country, Currency, Value of £ Sterling, etc. Rows: Belgium, Denmark, etc.

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EUROPEAN CURRENCY UNIT RATES

Table with columns: Country, Currency, Value of £ Sterling, etc. Rows: Belgium, Denmark, etc.

Weighty Matters. Quality PROMOTIONAL GIFTS. Key Rings, Cuff Links, Enamel Badges, Paperweights, Medals. Manhattan-Windsor.

COUNTERFEITS & FORGERIES. INTERPOL's official information system on counterfeit and genuine money and travellers cheques.

Plant and Machinery. By Order of Kedgeford Parts Ltd., UNIT 2, BLANDFORD HEIGHTS INDUSTRIAL ESTATE, BLANDFORD FORUM, DORSET.

WORLD VALUE OF THE POUND. Table with columns: Country, Currency, Value of £ Sterling, etc. Rows: Argentina, Brazil, Canada, etc.

BRITISH FUNDS

Table of British Funds with columns for Name, Price, Dividend, and Yield. Includes sub-sections for 'Shares' (Lives up to Five Years), 'Fire to Fifteen Years', and 'Over Fifteen Years'.

Updated

Small table of updated fund data.

INT. CURRENCY & O.S. GOVT. STERLING ISSUES

Table of international currency and government sterling issues.

CORPORATION LOANS

Table of corporation loans.

COMMONWEALTH & AFRICAN LOANS

Table of commonwealth and African loans.

Loans

Table of various loans.

Financial

Table of financial data.

FOREIGN BONDS & RAILS

Table of foreign bonds and rails.

AMERICANS

Table of American stocks.

AMERICANS - Cont.

Continuation of American stocks table.

CANADIANS

Table of Canadian stocks.

BANKS, HP & LEASING

Table of banks, HP, and leasing companies.

BEERS, WINES & SPIRITS

Table of beer, wine, and spirit companies.

DRAPERY AND STORES

Table of drapery and stores companies.

RETAILERS

Table of retail companies.

ENGINEERING

Table of engineering companies.

INDUSTRIALS (Misc.)

Table of miscellaneous industrial companies.

LONDON SHARE SERVICE

BUILDING, TIMBER, ROADS - Cont.

Table of building, timber, and roads companies.

DRAPERY & STORES - Cont.

Continuation of drapery and stores companies table.

ELECTRICALS

Table of electrical companies.

CHEMICALS, PLASTICS

Table of chemical and plastic companies.

FOOD, GROCERIES, ETC.

Table of food, grocery, and other companies.

HOTELS AND CATERERS

Table of hotel and catering companies.

ENGINEERING

Table of engineering companies.

INDUSTRIALS (Misc.)

Table of miscellaneous industrial companies.

ENGINEERING - Continued

Continuation of engineering companies table.

INDUSTRIALS - Continued

Continuation of industrial companies table.

INDUSTRIALS (Misc.)

Table of miscellaneous industrial companies.

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INDUSTRIALS (Misc.)

Table of miscellaneous industrial companies.

INDUSTRIALS - Continued

Continuation of industrial companies table.

INDUSTRIALS (Misc.)

Table of miscellaneous industrial companies.

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Table of miscellaneous industrial companies.

INDUSTRIALS (Misc.)

Table of miscellaneous industrial companies.

INDUSTRIALS-Continued. Table listing various industrial stocks with columns for stock name, price, and other financial metrics.

INSURANCES. Table listing insurance companies and their stock prices.

LEISURE. Table listing leisure-related stocks such as hotels and resorts.

LEISURE-Continued. Continuation of the leisure stocks table.

MOTORS, AIRCRAFT TRADES. Table listing stocks in the automotive and aviation sectors.

NEWSPAPERS, PUBLISHERS. Table listing newspaper and publishing companies.

PAPER, PRINTING, ADVERTISING. Table listing companies in the paper and advertising industries.

PROPERTY. Table listing real estate and property-related stocks.

PROPERTY-Continued. Continuation of the property stocks table.

PROPERTY-Continued. Further continuation of the property stocks table.

PROPERTY-Continued. Continuation of the property stocks table.

PROPERTY-Continued. Further continuation of the property stocks table.

PROPERTY-Continued. Continuation of the property stocks table.

PROPERTY-Continued. Further continuation of the property stocks table.

PROPERTY-Continued. Continuation of the property stocks table.

PROPERTY-Continued. Further continuation of the property stocks table.

PROPERTY-Continued. Continuation of the property stocks table.

INVESTMENT TRUSTS-Cont. Table listing investment trusts.

INVESTMENT TRUSTS-Cont. Continuation of the investment trusts table.

INVESTMENT TRUSTS-Cont. Further continuation of the investment trusts table.

INVESTMENT TRUSTS-Cont. Continuation of the investment trusts table.

INVESTMENT TRUSTS-Cont. Further continuation of the investment trusts table.

INVESTMENT TRUSTS-Cont. Continuation of the investment trusts table.

FINANCE, LAND-Cont. Table listing finance and land-related stocks.

FINANCE, LAND-Cont. Continuation of the finance and land stocks table.

FINANCE, LAND-Cont. Further continuation of the finance and land stocks table.

FINANCE, LAND-Cont. Continuation of the finance and land stocks table.

FINANCE, LAND-Cont. Further continuation of the finance and land stocks table.

FINANCE, LAND-Cont. Continuation of the finance and land stocks table.

MINES-Continued. Table listing mining stocks.

MINES-Continued. Continuation of the mining stocks table.

MINES-Continued. Further continuation of the mining stocks table.

MINES-Continued. Continuation of the mining stocks table.

MINES-Continued. Further continuation of the mining stocks table.

MINES-Continued. Continuation of the mining stocks table.

Regional and Irish Stocks section containing various market news, company announcements, and financial data for regional and Irish markets.



WORLD STOCK MARKETS

Handwritten note: "Handwritten note" in a box.

Table of stock market data for various countries including Austria, Germany, Norway, Australia, and Japan. Columns include country, date, price, and change.

Table of stock market data for Canada, Toronto, and New York. Includes sections for Toronto Prices at 2:30pm, New York Dow Jones, and Indices.

OVER-THE-COUNTER Nasdaq national market, 2:30pm prices

Table of over-the-counter stock prices for various companies, including PCC, RPL, and others.

Table of stock market data for Singapore, South Africa, and various indices. Includes sections for Singapore, South Africa, and Indices.

Table of stock market data for London, including various stock prices and changes.

Text describing the Basel/Geneva/Lausanne/Lugano/Zurich and Switzerland regions, including subscription information.

Complex advertisement for Financial Times Europe's Business Newspaper, featuring maps of Scandinavia and Spain & Portugal, and subscription details.

Prices at 3pm, June 30

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices for various companies, organized in columns with headers for 12 Month High/Low, Stock, Div. Yld, P/E, etc.

Kidder, Peabody International Limited

International Investment Bankers

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New York • London • Paris • Geneva • Zurich • Hong Kong • Tokyo

Continued on Page 35



NYSE COMPOSITE PRICES

AMEX COMPOSITE PRICES

Table of NYSE Composite Prices. Columns include Stock, P, S, High, Low, Change, and Date. Includes sub-sections like 'Continued from Page 34' and 'R R R'.

Table of AMEX Composite Prices. Columns include Stock, P, S, High, Low, Change, and Date. Includes sub-sections like 'U U U', 'V V V', 'W W W', 'X X X', and 'Y Y Y'.

Table of AMEX Composite Prices (continued). Columns include Stock, P, S, High, Low, Change, and Date. Includes sub-sections like 'Z Z Z', 'A A A', 'B B B', 'C C C', 'D D D', 'E E E', 'F F F', 'G G G', 'H H H', 'I I I', 'J J J', 'K K K', 'L L L', 'M M M', 'N N N', 'O O O', 'P P P', 'Q Q Q', 'R R R', 'S S S', 'T T T', 'U U U', 'V V V', 'W W W', 'X X X', 'Y Y Y', 'Z Z Z'.

Table of AMEX Composite Prices (continued). Columns include Stock, P, S, High, Low, Change, and Date. Includes sub-sections like 'A A A', 'B B B', 'C C C', 'D D D', 'E E E', 'F F F', 'G G G', 'H H H', 'I I I', 'J J J', 'K K K', 'L L L', 'M M M', 'N N N', 'O O O', 'P P P', 'Q Q Q', 'R R R', 'S S S', 'T T T', 'U U U', 'V V V', 'W W W', 'X X X', 'Y Y Y', 'Z Z Z'.

OVER-THE-COUNTER

Nasdaq national market, 2:30pm prices

Table of Over-the-Counter prices. Columns include Stock, Sales, High, Low, Last, and Change. Includes sub-sections like 'A A A', 'B B B', 'C C C', 'D D D', 'E E E', 'F F F', 'G G G', 'H H H', 'I I I', 'J J J', 'K K K', 'L L L', 'M M M', 'N N N', 'O O O', 'P P P', 'Q Q Q', 'R R R', 'S S S', 'T T T', 'U U U', 'V V V', 'W W W', 'X X X', 'Y Y Y', 'Z Z Z'.

Table of Over-the-Counter prices (continued). Columns include Stock, Sales, High, Low, Last, and Change. Includes sub-sections like 'A A A', 'B B B', 'C C C', 'D D D', 'E E E', 'F F F', 'G G G', 'H H H', 'I I I', 'J J J', 'K K K', 'L L L', 'M M M', 'N N N', 'O O O', 'P P P', 'Q Q Q', 'R R R', 'S S S', 'T T T', 'U U U', 'V V V', 'W W W', 'X X X', 'Y Y Y', 'Z Z Z'.

